

**United Nations Command  
Unit #15259  
APO AP 96205-5259**



**United Nations Command  
Regulation 25-50**

**Combined Forces Command  
Unit #15255  
APO AP 96205-5255**



**Combined Forces Command  
Regulation 25-50**

**United States Forces Korea  
Unit #15237  
APO AP 96205-5237**



**United States Forces Korea  
Regulation 25-50**

**10 July 2016**

**Information Management**

**CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES**

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**\*This regulation supersedes UNC/CFC/USFK Regulation 25-50, dated 17 August 2012.**

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FOR THE COMMANDER:

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//Original Signed//

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**Summary.** This publication provides a consolidated, one-source document on specific staffing and coordination requirements, as well as correspondence guidance for the United Nations Command, Combined Forces Command, and United States Forces Korea (UNC/CFC/USFK) Command Groups.

**Summary of Change.** This document contains substantial changes. A full review of its contents is required.

**Applicability.** This regulation applies to United States Forces Korea Military Service Members and Federal Government civilian personnel who are either in an assigned, attached, or in temporary duty status to the following commands: United Nations Command (UNC); United Nations Command Rear (UNC-R); Republic of Korea-United States Combined Forces Command (ROK-U.S. CFC); Headquarters (HQ), United States Forces Korea (USFK); Joint United States Military Advisory Group-Korea (JUSMAG-K); Air Force Forces Korea (AFFOR-K); Army Forces Korea (ARFOR-K); Special Operations Command-Korea (SOCKOR); Naval Forces Korea (NAVFOR-K); Marine Forces, Korea (MARFOR-K); Special U.S. Liaison Activity Korea (SUSLAK); and National Geospatial Intelligence Agency (NGIA). This regulation also applies to any non-government personnel contributing to the aforementioned commands.

**Supplementation.** Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited without the approval of the UNC/CFC/USFK Secretary Combined Joint Staff (FKCJ), Unit #15237, APO AP 96205-5237.

**Forms.** USFK forms are available at:

[http://8tharmy.korea.army.mil/g1\\_AG/Programs\\_Policy/Publication\\_Records\\_Forms.htm](http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm)

**Records Management.** Identify, maintain and dispose of records created as a result of processes prescribed by this regulation in accordance with CJCSM 5760.01 Volume II, Joint Staff and Combatant Commands Records Management Manual, Disposition Schedule. See record titles and descriptions on the CJCS website at:

[http://www.dtic.mil/cjcs\\_directives/cdata/unlimit/m576001v2.pdf](http://www.dtic.mil/cjcs_directives/cdata/unlimit/m576001v2.pdf).

**Suggested Improvements.** The proponent of this regulation is the UNC/CFC/USFK Secretary Combined Joint Staff (CFCJ/FKCJ). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the UNC/CFC/USFK SCJS (FKCJ), Unit #15237, APO AP 96205-5237, or e-mail at:

[pacom.yongsan.usfk.list.scjs-admin@mail.mil](mailto:pacom.yongsan.usfk.list.scjs-admin@mail.mil)

**Distribution.** Electronic Media Only.

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This regulation prescribes United Nations Command/Combined Forces Command/United States Forces, Korea (UNC/CFC/USFK) policies, procedures, and standard formats for preparing and processing all types of correspondence.

#### **1-2. References**

Figure List provides example templates and references. However, refer to the [USFK Share Portal](#) for additional templates and references.

##### a. Required Publications

- (1) AR 25-50, Preparing and Managing Correspondence
- (2) Department of Defense Manual 5110.04-M-V1, Correspondence Management

##### b. Related Publications

- (1) UNC/CFC/USFK Staff Action Officer Handbook
- (2) Command Group Signature Block Standard
- (3) Pentagon Joint Staff handbook

##### c. Prescribed Forms.

- (1) UNC/CFC/USFK Form 108-E, USFK Staff Summary Sheet
- (2) EA Form 108-E, Eighth Army Staff Summary Sheet

#### **1-3. Explanation of Abbreviations and Acronyms**

Abbreviations and acronyms used in this regulation are explained in the glossary. Due to the diversity of UNC/CFC/USFK staff elements, the Headquarters always spells out words before using abbreviations and acronyms for the first time, with the abbreviation or acronym appearing in parentheses immediately following the spelled-out version. If only used once in the text, do not use an acronym.

#### **1-4. Responsibilities**

a. The Secretary Combined Joint Staff (SCJS) establishes correspondence and administrative processing policies and procedures for the Headquarters.

b. The Headquarters Staff will follow the procedures established in this regulation and will assist in updating this information as appropriate.

#### **1-5. Objectives**

a. Provide - to the fullest extent possible - a standard means of preparing correspondence for combined and joint staff personnel.

b. Reduce the impact of a traditionally high staff turnover by providing general administrative information.

c. Reduce Headquarters-unique policies, procedures, and formats by prescribing the use of U.S. Joint Military and Army publications wherever possible.

d. Comply with Department of Defense (DoD) policy to promote the use of clear, concise, and well-organized documents to effectively communicate to the intended audience.

## **Chapter 2 Correspondence Management**

### **2-1. General**

This chapter explains the purpose and describes the preparation of UNC/CFC/USFK-unique correspondence. (Refer to the DoD Manual for Written Material Correspondence Management NUMBER 5110.04-M-V1 for basic guidance on correspondence management). In addition, refer to the [USFK Share Portal](#) for current templates and references.

### **2-2. Task Management Tool**

a. The Task Management Tool (TMT) is the required platform for processing, tracking and coordinating administrative command staff actions in USFK. Guidelines and procedures for TMT usage are set by SCJS Ops based on Deputy Chief of Staff (DCOS)-approved staffing procedures as set forth in the USFK TMT Standard Operating Procedures (SOP).

b. J-Code and Special Staff under USFK will use assigned TMT core licenses to route and manage tasks, awards, and approvals to the Command Group. The Executive Officer (XO) (unless otherwise coordinated through SCJS Ops) is designated as the task manager (TM) for their J-Code. Special Staff sections designate a TM by contacting SCJS Ops and appointing a TM. However, TMT licensed users are spread out across the command. Consequently, an Action Officer (AO) without a TMT license must route TMT taskers and requests through their respective XO or TM. Directorate XOs or TMs will set internal tasking procedures.

c. Refer to the [USFK Share Portal](#) for current templates and references.

### **2-3. Staff Summary Sheets (SSS)**

a. Staff directorates will use the USFK Form 108-E (Staff Summary Sheet) for all correspondence routed to the Command Group for signature, approval, or information. Refer to the [USFK Share Portal](#) for the current template.

b. Staff Summary Sheets state the purpose, provide pertinent background information, discuss essential rationale, and propose a recommendation. The ideal staff action package permits the reader to reach a conclusion by reviewing only the SSS.

(1) Present information concisely. Do not force the decision-maker to read each reference to understand the scope of the problem and the proposed recommendation.

(2) The **DISCUSSION** section should not repeat the information found in the proposed implementing document; present only essential information for clarity.

(3) Include cited references as separate tabs within the package. If necessary, continue the SSS on a second page. Ensure references are current and valid. Figure 2-1 on page 4 contains assembly instructions for correspondence packages.

c. Completing the SSS.

(1) The SSS will depict the coordination of agencies outside the Office of Primary Responsibility (OPR) staff section. Enter the information in the coordination blocks; if insufficient space, annotate on the last line "See continuation page" and add a second SSS.

(2) A summary of proposed changes as well as a copy of the existing regulation and any supplements will accompany new local regulations or changes to existing regulations.

(3) Suspense date: Enter in this block the higher headquarters or command group imposed suspense date.

(4) Label all enclosures to the SSS as a TAB and briefly summarize.

(5) TAB 01X. Label correspondence for signature or approval as TAB 01X. All subsequent documents for signature will be labeled as TAB 02X, 03X, etc. Manually staffed correspondence will be tabbed by placing TAB 01X at the lower portion of the page and ascend numerically. If multiple signatures are required, properly annotate the RECOMMENDATION section of the SSS. (Ex: COS, USFK signs the DA Form 638, block 20 at TAB 01X; and CDR, USFK signs the DA Form 638, block 21 at TAB 02X and the Award Certificate at TAB 03X).

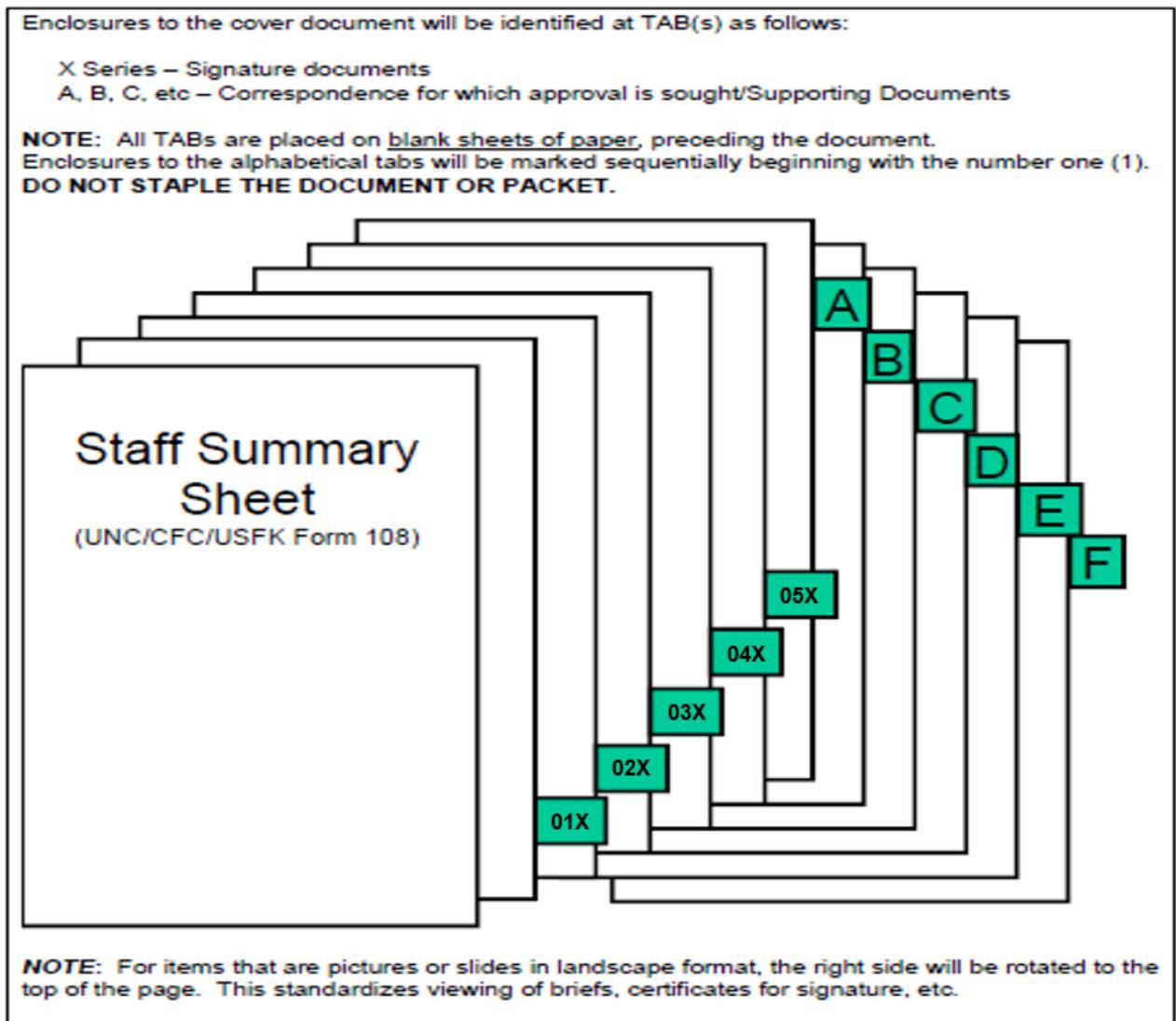
(6) TAB A. List the task or basic document causing the action as TAB A. Place TAB A at the top of the page with the subsequent tabs in descending order.

(7) TAB B and subsequent TABs. Beginning with TAB B, the tabs will generally contain technical or substantiating information. List TABs B, etc., in the order discussed on the summary sheet.

(8) Naming Convention of Documents. Identify electronic document submissions by TAB type and short document file name (i.e. TAB 01X-Recommendation Memo.doc, TAB A-Legal Review.pdf).

(9) When including classified information ensure all documents are properly marked. In addition, state the classification authority and the downgrading instructions on the SSS. Include "Classified By, Reason, and Declassify on" or "Derived From, Declassify On, and Date of Source." Ensure paragraphs are marked with the appropriate classification level.

d. The SCJS Administrative Division will return documents that do not meet the basic writing and formatting guidelines of AR 25-50 for correction. However, staff sections can coordinate with SCJS Admin to make minor corrections to **UNCLASSIFIED** documents but must provide an electronic version of the document to SCJS Admin.



**Figure 2-1. Assembly of Correspondence Packages**

**2-4. Correspondence for Command Group Signature or Approval**

a. Correspondence for Command Group signature or approval will be in final format and routed by the AO/OPR through their directorate (2-Ltr) and to SCJS Admin for staffing. Never bypass SCJS Admin and send documents to the Command Group unless the Action Officer (AO) or Office of Primary Responsibility (OPR) receives prior approval from SCJS or a Command Group XO. Signed correspondence will be returned to the AO/OPR by SCJS or the Command Group XO. However, the AO/OPR is responsible for obtaining the final correspondence from SCJS or the Command Group. Route the correspondence with a USFK SSS.

b. The AO or the OPR will ensure:

- (1) The return address of the correspondence contains the originator's office symbol.

(2) Correspondence submitted to the Command Group for signature will contain the office symbol of the releaser in the FROM element. Refer to the [USFK Share Portal](#) for the current USFK Standard Office Symbol List.

(3) For letter correspondence, the return address element contains the originator's office symbol (Ex: Secretary Combined Joint Staff, J1 Manpower, J35 Future Ops, etc.). Normally, the AO will use the office symbol of the drafting organization unless the rank of the recipient warrants otherwise. However, if the Commander (CDR) signs and the Commander's address is required, on the from line, use "Office of the Commander". For COS, use "Office of the Chief of Staff".

(4) See the DoD Manual for Written Material: Correspondence Management, NUMBER 5110.04-M-V1, for appropriate letter and memorandum format and preparation guidelines.

c. Packaging "ghost e-mail" on behalf of the Command Group or other GO/FO/SES. Follow the proceeding instructions to correctly prepare a draft "ghost email" for the Command Group or other GO/FO/SES. Refer to the [USFK Share Portal](#) for the current templates and references.

(1) Pre-coordinate e-mail content with the appropriate Command Group XO.

(2) Enter the recipient and courtesy copy recipients.

(3) Save the e-mail (**Note:** It will reside in your "Drafts" folder).

(4) Submit draft to the appropriate Command Group XO for review and approval.

(5) Upon appropriate Command Group XO approval, create a new e-mail and attach the draft e-mail for the GO/FO. Write a short message to the GO/FO summarizing the task.

## 2-5. Editing Tips

a. Standards of Writing. Write in accordance with DoD Plain Language Program for rapid understanding by recipient. Refer to the [USFK Share Portal](#) for the current templates and references.

b. Review all work. Be brief, use proper format, grammar, spelling, tone, and answer all possible questions. Remember the "5W's": Who, What, When, Where, and Why. Ask, "Would someone from another service understand this?" Have a peer review the product before forwarding through the chain of command.

c. Check for completeness. Coordinate package with the appropriate directorates **before** forwarding to the Command Group for action. For example, if packet involves funds or funding, coordinate with Resource Management (FKRM) or if receiving or giving an official gift (i.e., transportation, meals, etc.) coordinate with the Staff Judge Advocate's office (FKJA).

d. Writing for Senior Leaders. When writing for the Commander to other senior GO/FO/SES, limit the letter or memorandum to one page. A GO/FO/SES requires only the executive summary not the action officer level of detail.

## 2-6. Document Formatting - Font styles

a. All correspondence for Command Group signature will be prepared in Arial font, size 10-12

point.

- b. Refer to the [USFK Share Portal](#) for the current templates and references.

## **2-7. Command Group Letterheads**

- a. Select the proper letterhead. In offices using more than one kind of letterhead, the role in which the person signs will dictate the letterhead. Address correspondence from the proper command perspective. The letterhead and the accompanying SSS must match the office symbol of the originating agency. Do not use 'REPLY TO THE ATTENTION OF' for any letterhead.

- b. United Nations Command Letterhead (Figure 2-2.). Font color is blue for the header and UN symbol and black for the body of text. Header is Arial bold font. Use 10 point font for Command line, 7 point font for the address lines. Center header on the page with 1-inch margins (left, right, bottom), and ½ inch top margin. Ensure the top of United Nations crest remains even with the top line of the header at ½ inch top margin. Center UN crest over the left margin at 1 inch.

- c. Combined Forces Command Letterhead (Figure 2-3.). Font color is black. Header is Arial bold font. Use 10 point font for Command line, 9 point font for the address lines. Ensure the top of the Ministry of National Defense (MND) and the DoD crests remain even with the top line of the header at ½ inch top margin. Center MND crest over the left margin at 1 inch; center DoD crest over the right margin at 1 inch.

- d. United States Forces Korea Letterhead (Figure 2-4.). Font color is black. Header is Arial font. Use 11 point bold font for Command line, and 9 point font for address lines, non-bold. Center header on the page with 1-inch margins (left, right, bottom), and ½ inch top margin. Top of command DoD crest remains even with the top line of the header at ½ inch top margin. Center DoD crest over the left margin at 1 inch.

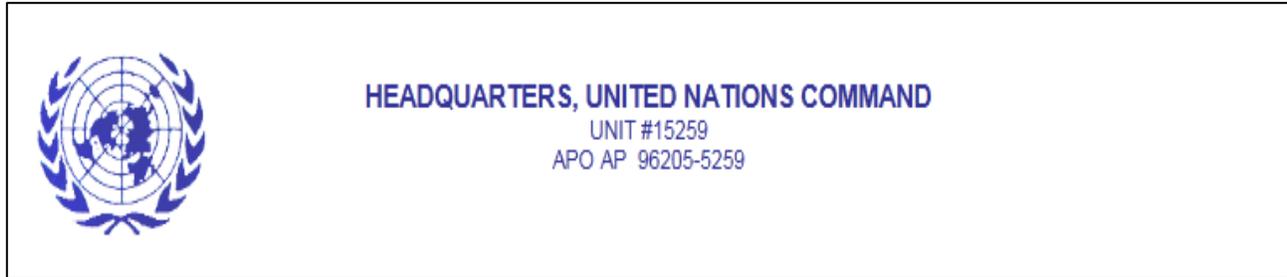
- e. Office Symbols: Doctrinally, the office symbol identifies the agency, section or directorate that drafted the document, and not necessarily the signer. Refer to the [USFK Share Portal](#) for the current USFK Standard Office Symbol List.

- (1) The preferred format for documents routed to the Command Group is the office symbol of the command followed by the drafting agency's office symbol.

- (2) For example, a document for the CDR's signature drafted by the SCJS is FKCC-FKCJ.

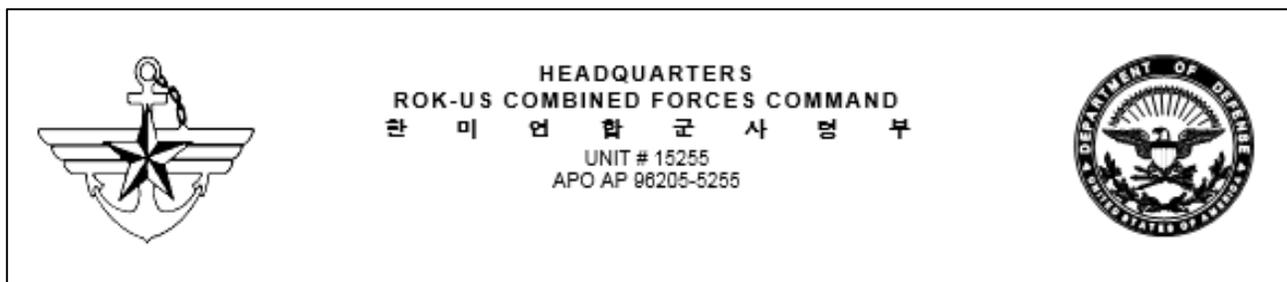
- f. Do not include Unit numbers and APO in the address on correspondence to specific individuals, such as letters of appreciation.

- g. Refer to the [USFK Share Portal](#) for the USFK Standard Office Symbol List.



**Figure 2-2. Headquarters, United Nations Command Letterhead**

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**Figure 2-3. Headquarters, ROK-U.S. Combined Forces Command Letterhead**

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**Figure 2-4. Headquarters, United States Forces Korea Letterhead**

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## **2-8. Command Group Signature Blocks**

a. The signature blocks consist of name, rank and service, and duty position. Set tabs for signature blocks at 3.25 inches (on a page with 1-inch left and right margins) in order to center the signature block on the page. Use the memorandum format for military addressees and use the letter format for non-military addressees. Do not include reference to the organization in the signature block.

b. Refer to the [USFK Share Portal](#) for the current Command Group Signature Block Standard.

(1) Commander, UNC/CFC/USFK.

**MILITARY**

CDR FULL NAME (ALL CAPITALS)  
General, U.S. Army  
Commander

**NON-MILITARY**

CDR Full Name (Upper & Lower Case)  
General, U.S. Army  
Commander

(2) Deputy Commander (CFC/GCC).

**MILITARY**

For CFC:

DCDR FULL NAME (ALL CAPITALS)  
General, ROK Army  
Deputy Commander

**NON-MILITARY**

DCDR Full Name (Upper & Lower Case)  
General, ROK Army  
Deputy Commander

For GCC:

CDR FULL NAME (ALL CAPITALS)  
General, ROK Army  
Commander

CDR Full Name (Upper & Lower Case)  
General, ROK Army  
Commander

(3) Deputy Commander (UNC/USFK).

**MILITARY**

DCDR FULL NAME (ALL CAPITALS)  
Lieutenant General, USAF  
Deputy Commander

**NON-MILITARY**

DCDR Full Name (Upper & Lower Case)  
Lieutenant General, U.S. Air Force  
Deputy Commander

(4) COS (UNC/CFC/USFK); Deputy Commander (GCC).

**MILITARY**

COS FULL NAME (ALL CAPITALS)  
Lieutenant General, USA  
Chief of Staff

**NON-MILITARY**

COS Full Name (Upper & Lower Case)  
Lieutenant General, U.S. Army  
Chief of Staff

For GCC:

DCDR FULL NAME (ALL CAPITALS)  
Lieutenant General, USA  
Deputy Commander

DCDR Full Name (Upper & Lower Case)  
Lieutenant General, U.S. Army  
Deputy Commander

(5) DCS (CFC); Senior Member (UNC); COS (GCC).

**MILITARY**

For UNC:

SR MEMBER FULL NAME (ALL CAPITALS)  
Major General, ROKA  
Senior Member, UNCMAC

**NON-MILITARY**

Sr Member Full Name (Upper & Lower Case)  
Major General, ROK Army  
Senior Member UNCMAC

For CFC:

DCS FULL NAME (ALL CAPITALS)  
Major General, ROKA  
Deputy Chief of Staff

DCS Full Name (Upper & Lower Case)  
Major General, ROK Army  
Deputy Chief of Staff

For GCC:

COS FULL NAME (ALL CAPITALS)  
Major General, ROKA  
Chief of Staff

COS Full Name (Upper & Lower Case)  
Major General, ROK Army  
Chief of Staff

(6) U.S. Member UNCMAC.

**MILITARY**

**NON-MILITARY**

For UNCMAC:

MEMBER FULL NAME (ALL CAPITALS)  
Major General, USAF  
U.S. Member, UNCMAC

Member Full Name (Upper & Lower Case)  
Major General, U.S. Air Force  
U.S. Member, UNCMAC

**2-9. Information Papers**

a. Use an information paper to present key facts or information in a clear, brief and orderly fashion. The first page of the information paper will begin with a bottom line up front (BLUF) to summarize the main points. Paragraphs will contain only essential facts concerning the subject. The purpose of the paper will determine if a conclusion or recommendation is required. Point papers will include the AO's name and phone number.

b. Staff may use information papers to respond to Command Group requests for information. For example, staff sections may prepare information papers on items of interest for the COS to highlight events during his absence.

c. Information papers allow the staff to respond quickly to Command Group requests for information. However, staff agencies must maintain all current papers in accordance with Records Management Regulations.

d. Refer to the [USFK Share Portal](#) for current templates and references.

**2-10. Congressional Point Paper**

a. A congressional point paper prepares the CDR for congressional testimony. Write Congressional Point Papers for a civilian audience, no more than 2 pages in length (not including questions and answers), and in simple and concise language.

b. Each paper includes a BLUF front and no jargons or acronyms.

c. Unless a Component Paper, (i.e. Eighth Army, 7th Air Force), coordinate Congressional Point Papers with other staff directorates. For example, the number of missiles in inventory should be synchronized and correct across the staff.

d. Refer to the [USFK Share Portal](#) for current templates and references.

## **2-11. Decision Paper**

a. A Decision Paper (DP) solicits a decision from a member of the command group. Decision Papers provide decision makers with the necessary information to arrive at a logical conclusion. If applicable, DPs will include a resource impact statement.

b. Refer to the [USFK Share Portal](#) for current templates and references.

## **2-12. Congressional Question for Record**

a. A Congressional Question for Record (QFR) provides a response to inquiries from Senators, Congressional Representatives, and their Staff. The Congressional Liaison Office passes QFR to the Commander's Initiative Group (CIG) for coordinating the staff's response. The CIG provides the vetted QFR to Commander's staff.

b. Congressional QFR use Times New Roman Font 12. Refer to the [USFK Share Portal](#) for current templates and references.

## **2-13. PowerPoint Slides**

a. UNC/CFC/USFK standardizes PowerPoint presentations to facilitate rapid understanding of the subject matter and minimize distractions in presentations.

b. Refer to the [USFK Share Portal](#) for current templates and references.

## **2-14. "COMMANDER SENDS"**

a. The CDR tasks Directorates to draft the body for a "Commander Sends" communication for publication to the community based on recent or future events:

(1) Refer to the [USFK Share Portal](#) for the current Command Sends template.

(2) A Commander Sends will not be longer than two pages.

(3) Color coding: YELLOW for safety; RED for fatality; and PURPLE for information.

(4) The SCJS will verify the sequence number with the Command Group and insert the proper sequence number after final approval.

(5) CDR may ask to insert hyperlinks in the document; therefore, ensure hyperlinks connect to the proper web site.

(6) Save the Adobe .PDF document as the exact title of the document.

(7) Route through PAO and SJA (as applicable).

b. Submit the Commander Sends with SSS through SCJS to the Command Group (DCOS > COS > CDR-XO > CDR). SCJS Admin will distribute the final approved Commander Sends via e-mail. In addition, the Knowledge Management team will post to the USFK public webpage, <http://www.usfk.mil/home.aspx>.

## **2-15. 3- and 4-Star Notes**

- a. The Commander, Deputy Commander, and COS, UNC/CFC/USFK, use 3-Star and 4-Star notes mainly as congratulatory notes.
- b. Contact the appropriate XO for strict guidance on how to prepare.

## **2-16. UNC/CFC/USFK Scroll of Appreciation Award**

- a. Any member of the Command Group can nominate an individual or organization for an Scroll of Appreciation (SOA). However, when the CDR directs an SOA, the appointed OPR will submit a draft citation using the appropriate UNC/CFC/USFK Scroll of Appreciation Template. Refer to the [USFK Share Portal](#) for the current templates.
- b. The nominating person will use the "Submit for Approval" function in TMT and select the CDR Route for all SOAs.

## **2-17. White House Certificate (COA)**

- a. The CDR, DCDR, COS, DCOS, ADCOS, and CSM are the only approval authorities that can sign a White House COA for presentation. White House COAs are for those individuals who contributed significantly to UNC/CFC/USFK. When requesting a White House COA for command group approval and signature, submit the certificate with the appropriate Command Group signature block along with a [USFK SSS Form 108e](#).
- b. Refer to the [USFK Share Portal](#) for the current White House COA templates.

## **2-18. Routing Awards to the Command Group**

- a. SCJS Admin is the gatekeeper for all USFK awards routed to the Command Group. However, submit military or civilian awards or decorations for Command Group to the J14 (military awards) and J15 (civilian awards) branch for processing in TMT. Access specific guidance on how to submit an award by following the J14 and J15 appendixes located in TMT.
- b. Joint Awards. U.S. Service members and Federal Government civilian personnel permanently assigned to UNC/CFC/USFK and in a joint billet are eligible for joint awards. Local National (LN) civilians, contractor personnel, and foreign military are not eligible for joint awards, but may be eligible for Service awards. Staff directors, may submit as an exception to policy with CDR approval for U.S. Service members assigned to UNC/CFC/USFK, but not in a valid joint billet.
- c. Refer to the [USFK Share Portal](#) for current templates and references.

## **2-19. Dual Language Procedures**

Combined Forces Command (CFC) official languages are Hangul (Korean) and English. Therefore, dual-language procedures apply when documents or staff actions require CFC coordination/approval.

- a. Prepare and use Hangul and English on permanent documents, publications, plans, and orders in a paragraph-by-paragraph format.
- b. Short correspondence, such as a SSS or staff actions routed to the CFC Command Group, use a sequential format (e.g., alternate lines/paragraphs of English with Hangul directly beneath).

- c. Prepare messages in separate, identical Hangul and English versions.
- d. Originating office will complete translations prior to submission to SCJS. C1 provides translation services for actions beyond a staff section capability to internally translate.

**Glossary  
Abbreviations**

ADCS	Assistant Deputy Chief of Staff
AO	Action Officer
AR	Army Regulation
AFFOR-K	Air Forces Korea
ARFOR-K	Army Forces Korea
BLUF	Bottom Line Up Front
CDR	Commander
CFC	Combined Forces Command
CIG	Commander's Initiative Group
COA	Course of Action
COS	Chief of Staff
CSM	Command Sergeant Major
DCDR	Deputy Commander
DCS	Deputy Chief of Staff
DoD	Department of Defense
DP	Decision Paper
HQ	Headquarters
JUSMAG-K	Joint United States Military Advisory Group-Korea
LNO	Liaison Officer
MARFOR-K	Marine Forces Korea
MND	Ministry of National Defense
NAVFOR-K	Naval Forces Korea
NGIA	National Geospatial Intelligence Agency
OPR	Office of Primary Responsibility
OPT	Operational Planning Team

PAO	Public Affairs Office
QFR	Question for Record
ROK	Republic of Korea
SACO	Staff Action Control Officer
SCJS	Secretary Combined Joint Staff
SJA	Staff Judge Advocate
SOA	Scroll of Appreciation
SOP	Standard Operating Procedures
SOCKOR	Special Operations Command-Korea
SSS	Staff Summary Sheet
SUSLAK	Special U.S. Liaison Activity Korea
TM	Task Manager
TMT	Task Management Tool
UNC	United Nations Command
UNC-R	United Nations Command-Rear
USFK	United States Forces Korea
XO	Executive Officer