

**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**

29 July 2011

Information Management

CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES

***This regulation supersedes UNC/CFC/USFK Regulation 25-50, dated 1 August 2008.**

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

Summary of Change. This document has been substantially changed. A full review of its contents is required.

Applicability. This regulation applies to USFK Military Service members and Federal Government civilian personnel who are either in an assigned, attached, or temporary duty status to the following commands: United Nations Command (UNC); UNC-Rear; 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 unless approval is obtained from the USFK Secretary Combined Joint Staff (FKCJ), Unit #15237, APO AP 96205-5237.

Forms. USFK forms are available at www.usfk.mil.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System (ARIMS) at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is the UNC/CFC/USFK Secretary Combined Joint Staff (CFCJ/FKCJ). Users are invited to 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 email at SCJS.Workflow@korea.army.mil.

Distribution. Electronic Media Only (EMO).

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes standardized policies, procedures, and formats for preparing and processing Headquarters, United Nations Command (UNC)/Republic of Korea (ROK)-U.S. Combined Forces Command (CFC)/ United States Forces, Korea (USFK) correspondence. It also describes Headquarters operating procedures and provides administrative guidelines for the staff.

1-2. References

Required and related publications are listed in appendix A.

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 policy within the Headquarters concerning abbreviations and acronyms will be to always spell out the meaning when it is used the first time in correspondence with the abbreviation or acronym appearing in parentheses immediately after the spelled-out version. If only used once in the text, do not use the acronym.

1-4. Objectives

- a. Provide - to the fullest extent possible - a standard means of administration for combined and joint staff personnel.
- b. Reduce the impact of 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.

1-5. Responsibilities

- a. The Secretary Combined Joint Staff (SCJS) has responsibility for establishing Headquarters policies concerning correspondence and administrative processing procedures.
- b. The staff will follow guidance contained in this regulation and assist in updating this information, as appropriate.

Chapter 2

Command Group Operations

2-1. General

This chapter has three sections which explain the Command Group (multi-command) structure; the Command Group's performance of staff oversight; and recurring meetings and documents required to support the Commander. The Commanding Officer of UNC/CFC/USFK has one official title: Commander, UNC/CFC/USFK. The SCJS serves as the focal point in order to answer questions concerning administrative procedures not fully addressed by this regulation.

2-2. Multi-Command

Headquarters, UNC/CFC/USFK contains combined and joint staffs organized under three similar Command Groups. Most actions fall within the command structure described below.

a. **UNC Command Group** (all US personnel). Headquarters, UNC Command Group represents the "U" Staff and includes the offices of:

- (1) Commander (CDR).
- (2) Deputy Commander (DCDR).
- (3) Chief of Staff (CofS).
- (4) Deputy Chief of Staff (DCS).
- (5) Command Sergeant Major (CSM).
- (6) Headquarters, UNC (Rear).
- (7) Special Advisor to the Commander, UNC.

(8) Secretary Combined Joint Staff (SCJS) provides executive services for Command Group activities, to include Protocol.

- (9) Historian.

b. **ROK-US CFC Command Group**. Headquarters, CFC Command Group represents the Combined or "C" staff and includes the offices of:

- (1) CDR (**NOTE:** Position is a US General Officer).
- (2) DCDR (**NOTE:** Position is a ROK General Officer).
- (3) CofS (**NOTE:** Position is a US General Officer).
- (4) DCS (**NOTE:** Position is a ROK General Officer).
- (5) CSM (**NOTE:** Position is a US Command Sergeant Major).

(6) Secretary Combined Staff (SCS) (Provides executive services along with the CFC Adjutant General for CFC Command Group activities).

c. **USFK Command Group** (all US personnel). Headquarters, USFK Command Group represents the Joint or "J" staff (all US) and includes the offices of:

- (1) CDR.
- (2) DCDR.
- (3) CofS.
- (4) DCS.
- (5) Assistant Chief of Staff (ACofS) Transformation & Restationing.

(6) CSM.

(7) SCJS.

(8) Commander's Initiatives Group (CIG) (includes CDR's Special Assistant).

d. Delegation of signature authority. The staff principals authorized command signature authority (i.e., FOR THE COMMANDER:) are: DCDR and CofS for the purpose of issuing official orders; and C/J3 for issuing official orders, and exercise tasking and directives. All staff principals may correspond on technical subjects within their own staff channels without using the FOR THE COMMANDER line.

2-3. The Role of the Secretary Combined Joint Staff

The SCJS organizes the flow of information within the Headquarters in direct support of the Command Group. The goals of the SCJS are to:

a. Ensure that Command Group guidance, taskings, and information reach the appropriate level, and responses are monitored, as required.

b. Ensure that the Command Group is kept informed of schedule changes and emerging requirements.

c. Manage correspondence flow into the Command Group.

2-4. Tasker Process

a. Formal Taskers. A tracking number and suspense date will be assigned by SCJS to formal taskers prior to being transmitted electronically to organizational workflow accounts. Any taskers with a suspense greater than 24 hours will be formally tasked and tracked by SCJS. Taskings with a suspense less than 24 hours will be worked directly with the Office Primary Responsibility (OPR) and the tasking office and copied with the CofS office for situational awareness. Taskers that originate with CFC CofS in the capacity of Commanding General (CG), 8th Army will be routed through 8th Army Secretary of the General Staff (SGS), and not through SCJS.

b. CDR Taskers. CDR taskers comprise the majority of taskers that are captured in CDR correspondence, meetings, or events by the Special Assistant (SA), CIG, or SCJS; or from external organizations through Department of Defense (DoD) channels (i.e., Pacific Command, Joint Staff, Office of Secretary of Defense, or Service Headquarters). These taskers will be published for tracking on the unclassified or classified Electronic Tasking and Staffing tool (eTST) based on subject content. CDR taskers can only be closed by the CDR; when completed, these eTST tasks will be tracked as green, and changed to closed by SCJS Admin.

2-5. Suspenses

Command Group members establish suspenses to regulate the priority of work. Higher Headquarters may also establish suspenses that change staff priorities. All directorates should meet all suspenses. If it is anticipated that the suspense will not be met, the OPR Action Officer will request an extension from the tasking originator and ensure SCJS is informed of the new suspense date (if applicable).

a. To extend a suspense from a higher Headquarters, contact the tasker's originator and then advise SCJS of the adjusted suspense date when approved.

b. To extend Command Group suspenses, contact SCJS. Action Officers will coordinate extensions through their own staff.

c. Interim replies are highly encouraged when extensions are requested.

d. If a verbal response or direct communiqué to a Command Group member satisfies a suspense, the Action Officer will immediately enter the tasker information and CDR confirmation into eTST; and follow eTST close out procedures.

e. CDR Taskers can only be closed by the Commander, UNC/CFC/USFK.

2-6. Suspense/Document Control System

SCJS Admin maintains the eTST database for suspense tracking and document control. The tool's two functions are:

a. Suspense tracking. Input to the eTST suspense database is accomplished by SCJS. Each staff section should use the tool to manage their suspenses. Notify the SCJS Admin of any discrepancies.

b. Document control. All staffing documents received by SCJS are entered into eTST or assigned a control number. Electronic documents are sent to SCJS workflow account, uploaded by SCJS into eTST, and routed for signature, approval, or review. After the appropriate Command Group office completes the required action, the originating office will receive completed notice via eTST or the document is returned to the originating office via mail distribution.

2-7. USFK Tasker Tracker

All directorates, deputies, and XOs can refer to eTST to manage suspenses back to the Command Group.

a. Unclassified Tracker. The Unclassified tasker tracker can be viewed daily and tracks all internal and external taskers to the command. It can also be accessed via: <https://8army.korea.army.mil/etst/usfk/Default.aspx>.

b. Classified Tracker. A Classified version of eTST can be used daily to view tasks on the SIPR and will track all classified and select unclassified taskers. You can also access this product via the SIPR portal, from the USFK portal Homepage, under SCJS.

c. To access a current Tasker report refer to the eTST Reference section and select the "eTST Suspense" link: https://8army.korea.army.mil/etst/usfk/Pages/Upcoming_Taskings.aspx.

d. Color Coding.

(1) All taskers within suspense are coded black.

(2) All taskers with an overdue suspense date are coded red.

(3) Complete taskers will be coded green; and are moved to the closed tab.

2-8. Transfer of a Tasking

a. In order to transfer a tasking from one staff section to another, coordination will be made through SCJS Admin.

b. SCJS Admin will coordinate with the appropriate Command Group office/staff section/component in order to transfer the tasking to a different organization or staff section and publish a revised tasker to formalize the transfer of responsibility.

c. When two staff sections agree on a transfer, the point of contact (POC) information will also be provided to SCJS. If the staff section that should hold primary responsibility for the tasking is known, coordinate with the staff section prior to returning the tasker to SCJS.

2-9. Organizational E-mail Accounts/Attachments/E-mail Packaging

a. The use of organizational email accounts for normal routine email traffic between staff and outside agencies is now being utilized. The purpose is to standardize email addresses for routine email traffic; to reduce the impact of email traffic lost or unanswered due to leave, temporary duty (TDY), or permanent change of station (PCS); and to provide continuity. The naming convention for organizational email accounts is the staff name at workflow ie. J1 or COS.workflow@korea.army.mil..

b. To support the USFK initiative to minimize e-mail attachments and efficiently use the limited network resources, members should create SharePoint links to files. For instructions on how to link attachments via e-mail refer to:

<https://8army.korea.army.mil/sites/USFK/staffGuide/Pages/Default.aspx>.

c. The purpose for E-mail packaging instructions is to standardize and save time in preparing emails for the CDR to review and send forward. An Action Officer (AO) can refer to the SCJS Action Officer Handbook at

<https://8army.korea.army.mil/sites/USFK/staffGuide/Pages/Default.aspx>.

2-10. USFK Command Policy Letters

Current USFK Command Policy Letters are maintained on the USFK Website under the Command Policies tab located at <http://www.usfk.mil/usfk/commandpolicies.aspx>. When the Commander directs a new policy letter be created, existing ones be revised, or an OPR determines that an existing one must be revised, the tasked OPR is required to staff the policy letter first through the USFK Staff, component commands, then through the USFK Staff Judge Advocate, Public Affairs Officer, and USFK/8th Army command publications. Upon completion of coordination, the OPR will submit the policy letter and Staff Summary Sheet (annotated with all concurrences, non-concurrences, and comments) to SCJS Admin for Command Group staffing and approval. Once approved, the new or revised policy letter will be e-mailed to Distribution A by SCJS Admin. The USFK/8th Army command publications will post to the USFK Website.

2-11. Command Publications

All UNC/CFC/USFK joint and combined publications and USFK/8th Army command publications must be edited and finalized by Publications and Records Management (PRM). PRM provides editing services, translation services, and maintains the record set for command publications and forms. Proponents should contact the PRM office at eusag1prm@korea.army.mil when preparing to staff or revise a publication or form to ensure proper procedures are followed. This will prevent confusion and save work for all involved. Proper editing will produce a quality product for the final approval authority and ensure the list of command publications and forms is current. USFK J1 Data Management Division conducts an annual review of all USFK publications and identifies those that are outdated to the proponent. The proponent for the publication will then determine whether the publication should be revised or rescinded.

2-12. Meetings and Other Command Group Events

Personnel will be seated no later than 5 minutes prior to the published start time for all meetings that the Commander, DCDR, or CofS host. Meetings in the CDR, DCDR, or CofS office are generally small group meeting which should include involved staff principals +1. Meetings that involve larger groups should be coordinated with the CDR, DCDR or CofS Executive Officers for proper venue and audience.

2-13. Recurring Meetings Calendar Matrix

The matrix below (figure 2-1) outlines the recurring meetings within UNC/CFC/USFK.

UNC/CFC/USFK Recurring Meetings

Monday	Tuesday	Wednesday	Thursday	Friday
<p>1000: Deputies & MAC Meeting hosted by SCJS (CR215); (2nd & 4th week of each month)</p> <p>1500: C-Staff Update hosted by CofS (CR215) (weekly)</p>	<p>0930: U-Staff Update hosted by CDR (CBS Rm); (3rd week of each month)</p>	<p>0800: DV Update hosted by CofS (CofS Office) (weekly)</p> <p>0930: J-Staff Update hosted by CDR (CBS Rm) (weekly)</p>		<p>0800: GO/FO/SES Staff Huddle hosted by CofS (CofS Office) (weekly)</p>

Figure 2-1. Sample of UNC/CFC/USFK Recurring Weekly/Monthly Meetings

2-14. Staff Updates

- a. Staff inputs for all updates are due 24 hours prior to the update.
- b. **General Officer (GO) Staff Huddle.** Every Friday, 0800; hosted by CofS.
- c. **Combined Staff (C-Staff) Update.** Normally held the first Monday of each week, at 1500. The update is normally hosted by the CDR or CofS and attended by the staff principal from each CFC staff section/element.
- d. **Joint Staff (J-Staff) Update (US only).** Normally held every Wednesday morning, 0930; hosted by the CDR, DCDR, or CofS. The intent of the meeting is for the Joint Staff principals to provide the CDR with updates of their near-term objectives and issues.
- e. **U-Staff Update.** Normally occurs every third Tuesday of the month. Hosted by the Commander, UNC DCDR, or UNC CofS.

2-15. Distinguished Visitor (DV) Update

Weekly brief to the CofS, may be attended by select staff principals. Mandatory attendees for the DV update is the Chief, Protocol Branch and the SCJS. OPRs/Action Officer will only attend by exception and coordination with CofS Executive Officer. The Chief, Protocol Branch moderates the meeting and discusses the DV's itinerary and receives guidance from the CDR or CofS. Normally held on Wednesdays for the CofS and as directed for the CDR.

2-16. Deputies & Master Activities Calendar (MAC) Meeting

Normally held every second and fourth Monday of the month, at 1000 hours; hosted by SCJS with USFK deputies and/or staff executive officers (XOs) present. The purpose is to review the MAC, and NIPR/SIPR taskers, as well as to synchronize administrative procedures, disseminate Command Group policy and/or guidance, and receive recommendations and input from Deputies/XOs. Deputies/XOs are expected to share distributed information within their command, agency, or staff directorate.

2-17. Master Activities Calendar

The Master Activities Calendar (MAC) can be viewed and downloaded on the USFK NIPR SharePoint at https://8army.korea.army.mil/sites/USFK/Lists/EMAC_v3/calendar.aspx and the USFK SIPR homepage under the "Master Activities Calendar" link. The MAC is used to deconflict and synchronize activities across the UNC/CFC/USFK Staffs and Component Commands. It is a top-driven tool to provide information and predictability in a single source document representative of Major Events across the Command and higher elements (Stakeholders) outside the Command. The MAC is not the Commander's Calendar. Although many events on the calendar may require the attendance of the Commander, these are not the only events portrayed. The MAC is event-centric because of the resources required to make numerous events occur across the Command.

a. The SCJS is the Office of Primary Responsibility (OPR) for the MAC.

b. Classification. Events for the MAC are unclassified to facilitate the dissemination of information across the Command. The MAC contains information considered sensitive and will be clearly marked FOR OFFICIAL USE ONLY; will be posted or transmitted on NIPRNET, SIPRNET, and CENTRIX; and will be safeguarded appropriately. The MAC will always be treated as a sensitive document due to the scope and nature of the document. Classified or sensitive events such as major training exercises may be listed as blank items with no other details. Input to the MAC must be screened by the senior supervisor (Colonel/O-6 level, or equivalent) of each individual command/staff section/organization to ensure it is unclassified and releasable to both US and ROK members of CFC.

c. Events. Stakeholders, staffs, components, and special interest groups have a responsibility to provide timely and accurate inputs to the MAC. These inputs must be screened by a senior supervisor at the Colonel/O-6 level, or equivalent, prior to submission.

(1) Long Range Events. This is the outlook for 12 to 24 months based upon known or anticipated events requiring visibility across UNC/CFC/USFK. These events are placed on the MAC as "Tentative" events until they are confirmed or removed. By looking at key events from the previous year, one can build a fairly accurate template for the next year.

(2) Intermediate Range Events. Those events in the 6-12 month window. The expectation is that these events are no longer tentative, but will occur.

(3) Short Range Events. These events are within the 6-month window and should no longer be tentative. These events have dedicated assets and plans for resourcing and coverage by the Staffs/Commands including the involvement of the Command Group, if required. Changes to short range events should be avoided if at all possible. Changes to short range events may result in event conflicts and may need to be elevated to the Chief of Staff for resolution.

(4) Event Criteria. Not all information submitted will be displayed on the MAC. Calendar space is limited and the criteria for appropriate events restrict which ones are put on the MAC. The events included in the MAC do not automatically require Commander involvement. Criteria for MAC events are:

(a) Combined events involving ROK-US leadership.

(b) Horizontal Events. Events impacting multiple components across UNC/CFC/USFK by either leadership or units (e.g., CFC exercises).

(c) Vertical Events. Events having significant impact on UNC/CFC/USFK through the involvement of a single component (e.g., Osan Air Show, Service Balls, Korean Augmentation To United States Army (KATUSA) Friendship Week).

(d) Recurring Events.

- Key events.
- Visits by DVs.
- ROK Joint Chiefs of Staff major training exercises and key events.
- Significant, unclassified North or South Korean historical dates and training cycles.
- ROK and US Holidays.
- Community Relations (COMREL) events.
- Trips and Conferences.
- Office of the Secretary of Defense (OSD); Joint Chiefs of Staff (JCS); and Pacific Command (PACOM) major training exercises and key events.
- ROK/US political events (ROK Ministry of National Defense (MND); US Department of State (DoS); US Embassy; elections).
- Community/garrison events.
- Department of Defense Dependents Schools (DODDS) events.
- Morale Welfare and Recreation (MWR) events.
- Family Readiness Group (FRG) events.
- Theater-level O-6 and above changes of command/responsibility ceremonies.

- Good Neighbor Program (GNP) events.

(5) Event Management. Any agency can have input to the MAC if there is an appropriate significant event to portray. Calendar inputs and updates are accomplished by the following process:

(a) Stakeholders submit events to their responsible primary/special staffs or components. Primary/special staffs and component commands compile event inputs and submit to the Deputy Secretary Combined Joint Staff (SCJS) via the SCJS.workflow e-mail address.

(b) SCJS compiles, sorts, and checks releasability/classification of the event requests received.

(6) Event Submission. Information should be provided in the following format:

(a) Event Name.

(b) Inclusive Dates (Tentative if not finalized).

(c) 5W's.

(d) OPR.

(e) POC Name, email address, phone number.

(f) Location.

(7) Event Responsibilities. The staff sections listed below are responsible for the collection, screening and submission of their own events as well as the events of the listed stakeholders/special interest groups.

(a) Command Group: As desired/required.

(b) U-Staff: UNC.

(c) C-Staff: CFC (especially ROK events); MND; ROK JCS; Ground Component Command (GCC); Air Component Command (ACC); Naval Component Command (NCC); Marine Component Command (MCC); Combined Unconventional Warfare Task Force (CUWTF).

(d) J-Staff: USFK and US CFC events.

(e) CJ-1: DODDS; AFSC; Red Cross; Safety; Spouse Advisory Council, Holidays.

(f) CJ-3: Departments of the Army, Navy, and Air Force; PACOM; and training, exercise and operational events for Department of Defense (DOD), OSD, JCS.

(g) CJ-5: Pol-Mil events involving US Government (USG), JCS, OSD, ROK Government (ROKG) or other national governments.

(h) PAO: Korean Friendship Organizations; COMREL; United Services Organization (USO), and COMREL oriented GNP events.

(i) FKEN: Far East District Army Corps of Engineers (FED).

(j) 8th Army, Marine Forces Korea (MARFORK), Commander, U.S. Naval Forces Korea (CNFK), Seventh Air Force (7AF), Special Operations Command Korea (SOCKOR): Significant Component events.

(k) Installation Management Command, Korea (IMCOM-K): Army Morale, Welfare, and Recreation (MWR); and Army military garrisons/communities.

(8) Event Approval. The SCJS will be the final approval regarding events placed on the MAC. Any unresolved conflicts will be elevated to the Chief of Staff.

2-18. Staff Absences

a. UNC/CFC/USFK general/flag officers and staff principals are tracked by an executive officer (XO) or designated representative. Projected absences (leave and temporary duty) will be updated via the CofS NIPR SharePoint site, immediately, when known and will include the name of a representative who will act in the principal's absence.

b. Staff principals/members traveling to Washington, DC, will notify the USFK Liaison Officer in the Pentagon, commercial phone (703) 614-3475 or DSN 224-3475, upon arrival. The USFK Liaison Officer must be able to contact UNC/CFC/USFK staff members about acting as courier for completed actions back to Korea.

Chapter 3 Staffing Guidelines

3-1. General

This chapter defines staff administrative procedures and outlines specific requirements to support the Commander and Command Group. This chapter also provides the standard for processing actions among the staff and to the Command Group.

3-2. Coordination

Coordination is an essential part of all staff actions. Coordination ensures sound recommendations are provided to decision-makers and keeps the staff fully informed. Budgetary, legal, or administrative impact must be considered by all agencies that have collateral interest, including any staff sections, components, or units affected. Coordination is documented on the appropriate command Staff Summary Sheet (SSS). See paragraph 4-3 and figure 4-1 for SSS instructions and example.

a. Minimum requirements.

(1) The staff principal or designated representative will coordinate with other staff sections or directorates, as required, on all staff actions sent to the Command Group.

(2) The SSS must contain at least three paragraphs in the following order: RECOMMENDATION, DISCUSSION, and RESOURCE IMPACT.

(3) Internal (within staff directorates) coordination is not included on actions forwarded to the Command Group. In other words, do not show the coordination that has occurred within your own staff section on the SSS.

(4) **Failure by a staff section to respond to coordination will not be accepted as concurrence.** Coordinating staff element(s) should elevate a lack of response by any coordinating staff element(s) to the staff principal for resolution. If an email was sent and no response received, action officers need to call the coordinating agency or directorate to obtain the response.

b. The following three coordination options are available: "concur", "concur with comment", and "nonconcur".

(1) Concurrence. "Concur" indicates that the coordinating office fully agrees with the recommended action or the substance of the information as presented or stated.

(2) Concur with comment(s). "Concur with comment" allows the staff to address administrative details or make other minor suggestions. The originator of the SSS is responsible to respond to any comments that have been submitted. The SSS package must specify whether the comments were incorporated or not. If comments were not incorporated, the rationale as to why the comments were not incorporated needs to be stated. A statement of comment incorporation or rationale can be included in the SSS itself or in the tab containing the "concur with comment" supporting materials.

(3) Nonconcurrency. "Nonconcur" indicates the coordinating office disagrees with all or part of the proposed action. Nonconcurrency requires:

(a) The staff principal to provide a statement of nonconcurrency to the originator. Each statement of nonconcurrency will be placed at a separate tab.

(b) The originator will address all statements of nonconcurrency prior to forwarding the package to SCJS for submission to the Command Group. This may be accomplished by making a statement on the SSS stating that the nonconcurrency(s) was accepted or that it was not incorporated because (state reason). However, if the nonconcurrency was not incorporated, explain the justification/rationale and place the justification/rationale for not incorporating the nonconcurrency at the same tab as the nonconcurrency.

(c) All staff coordination supporting materials must be included in the SSS or in a tab(s). All concurrence supporting materials, all concurrence with comments supporting materials (with statement of comment incorporation), and each nonconcurrency must be placed in separate tabs.

3-3. Dual Language Procedures

The CFC official languages are Korean (Hangungmal) and English. When documents or staff actions require coordination or approval within CFC, dual-language procedures apply. The following general information is provided:

a. Permanent documents, publications, plans, and orders will be prepared in a page-by-page format, with Hangungmal and English on facing pages. UNC/CFC/USFK Regulation 25-50 is prepared in the page-by-page format.

b. Shorter correspondence, such as SSS(s) or staff actions routed to the CFC Command Group, will use a sequential format (e.g., alternating lines/paragraphs of English with Hangungmal directly beneath).

c. Messages will be prepared in separate, identical Hangungmal and English versions.

3-4. Staffing Coordination Procedures

a. The way in which documents will be routed by SCJS when submitted for Command Group consideration is based on which Headquarters is identified in the SSS (e.g., UNC, CFC, or USFK) as the final recipient. For example, if a document is sent to the COMMANDER as the Commander, USFK, the document will not be routed through any ROK members of the Command Group. Normally, documents will not be routed through the CSM unless they impact enlisted issues (Refer to paragraph 2-2). Any documents whose final approval authority is the CofS UNC/USFK will also be forwarded to the DCDR, UNC/USFK as INFO ONLY.

b. Action Officers (AOs) will determine what action or coordination is required prior to submitting the package to SCJS. Suspense dates will be annotated on the SSS if and when appropriate. The AO will coordinate all inter-directorate actions, collect all necessary and required data, and resolve non-concurrences, if possible. If non-concurrence(s) is unresolvable, a consideration of the non-concurrence will be prepared and forwarded along with the non-concurrence as part of the package. AO will prepare the final package and forward for approval to the staff principal. The principal staff officer for the directorate approves and forwards the package to SCJS Admin. SCJS Staff Action Control Officer (SACO) will route to the appropriate Command Group office.

c. Electronic Staff Packages. AOs will make every effort to submit staff packages for Command Group consideration by electronic means, eTST. Some packages can only be sent by hard copy (i.e. awards), but these are to be the exception rather than the norm.

(1) Submit the SSS (UNC/CFC/USFK Form 108), figure 4-1, in order to show coordination and summarize the purpose of the package.

(2) All Tabs will be included with the staff package and will be labeled appropriately (e.g., TAB X, TAB A, etc.). Files attached as TAB X (documents to be signed by CDR/DCDR/CofS) will be submitted in MS Word to allow for corrections to grammar and format before forwarding to the signatory. Supporting documentation (e.g., TAB A, TAB B, etc) can be included in any format, but preferred format is as an Adobe Acrobat document (.pdf).

(3) Electronic staff packages will be emailed by the AO to SCJS Admin, signed and encrypted, for review at SCJS.workflow@korea.army.mil (NIPR) or SCJS.workflow@korea.army.smil.mil (SIPR). If the package is complete and sufficient, SCJS Admin will enter package into eTST or assign a document control number, and forward to a SACO. The SACO will review for grammatical correctness and format and will annotate on the SSS before forwarding to the next designated element of the Command Group. Successive iterations of review will be conducted in the same manner with each reviewer forwarding to the next designated Command Group element. When the office of the signatory is reached and the requested action is taken, office administrative NCOs will return the staff package to SCJS Admin. SCJS Admin will ensure final product is returned to the appropriate AO.

Electronic Staff Package Flowchart

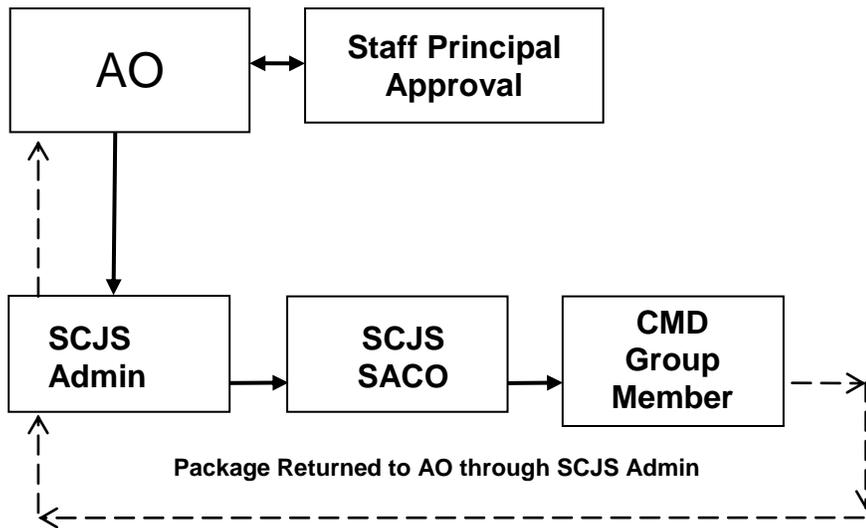


Figure 3-1. Sample of Electronic Staff Package Flowchart

External Coordination and Staffing Flowchart

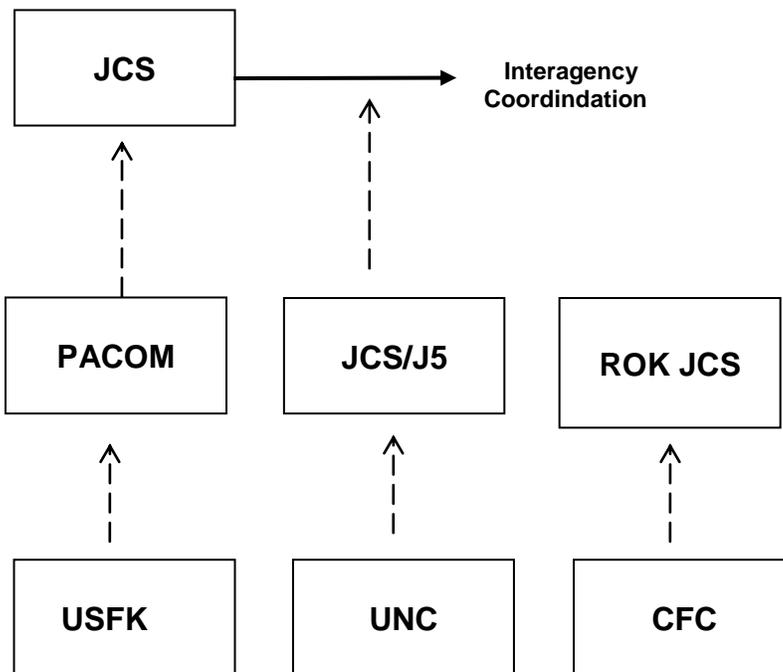


Figure 3-2. Sample of External Coordination or Staffing Flowchart

3-5. Command Group Calendar Schedule Request

a. The AO will provide a Read Ahead at least two (2) working days prior to the briefing in accordance with Chapter 4-12. The directorate/AO will also ensure that the appropriate meeting room is scheduled; that arrangements are made for audio-visual equipment and operators; that the brief is properly rehearsed; and that all handouts are prepared, and in the case of classified materials, collected after the brief.

b. For an event to be placed on the DCDR or CofS calendar, the AO needs to coordinate directly with that General Officer's Executive Officer, to include read-ahead requirements. The directorate/AO will also ensure that the appropriate meeting room is scheduled; arrangements are made for audio-visual equipment and operators; the brief is properly rehearsed (with an individual designated to advance slides during the presentation, if applicable); an attendees list is provided to SCJS as appropriate, all handouts are prepared, and in the case of classified materials, collected after the brief.

c. For Command Group meetings/office calls, the goal is include only the minimum number of attendees required. As a general rule, this should include no more than the principal and one additional command/staff representative. Exceptions to this rule should be coordinated with the appropriate XO (for office calls) or the Chief of Staff (for meetings outside Command Group principals' offices).

Chapter 4 Correspondence Management

4-1. General

This chapter explains the purpose and describes the preparation of UNC/CFC/USFK-unique correspondence. (Refer to Army Regulation (AR) 25-50 for basic guidance on correspondence management.) Refer to the Action Officers Handbook:

<https://8army.korea.army.mil/sites/USFK/staffGuide/Pages/Default.aspx>

4-2. Memo Pads

Government-furnished memo pads will be used within the Headquarters only. Handwritten notes may be used in correspondence and are encouraged as an attachment to documents, such as SSSs or memoranda, from principal staff members to the Command Group. Consult 8th Army Information Management or your section admin for guidance on obtaining memo pads.

4-3. Staff Summary Sheets

a. A UNC/CFC/USFK Form 108, Staff Summary Sheet (SSS) is required to forward a document (e.g. Point Papers) to the Command Group for signature, approval, or information. SSSs may also be used within staff sections as directed by staff principals (figure 4-1 and figure 4-2). SSS formats are available on the 8th Army website (http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm). Administrative officers within each directorate are responsible for ensuring distribution within their agencies.

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO:			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON-CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1							CDR	Sig	
2							DCCR	Rev	
3							COFS	Rev	
4							CSM	Rev	
5							SCJS	Rev	
6							SACO	Rev	
7									
8									
9									
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION					ACTION OFFICER	PHONE NO.	SUSPENSE DATE	PREPARED	
Office Symbol of Originating Staff					Staff/Org. POC		Assigned in tasker	DATE:	
SUBJECT: Clear and unambiguous statement of the subject									
PURPOSE: Statement of desired outcome									
<p>1. RECOMMENDATION: Recommendation and purpose will be concise, stating exactly the result the package originator seeks to achieve. Example: "To obtain the COMMANDER's approval of _____;" or "Chief of Staff approves the memorandum at TAB X;" or "For Information Only, no action required."</p> <p>2. DISCUSSION: Provide enough background information so that the Command Group does not have to read the entire packet. Should not repeat the information found in the proposed implementing document (normally Tab X). Present only that information which is essential for clarity.</p> <p>3. RESOURCE IMPACT: Ensure that resource impacts (manpower and funds) are considered and addressed in order for the signatory to make the best decision. Resource Impact will be marked "NA" or "NONE" if there is no financial or manpower impact or considerations.</p> <p>3 Encls TAB X -- Proposed Document for Sig/App TAB A -- Tasking Memo TAB B -- Supporting Documentation</p> <p style="text-align: right;">SECTION PRINCIPAL Colonel, USAF Assistant Chief of Staff, J1</p> <p>The signature of the initiating official must appear after the "resource impact" paragraph. (NOTE: The staff principal or deputy signature is preferred; however, if the SSS is signed by another officer, then the staff principal or deputy can initial in the coordination block.)</p>									

USFK FORM **108**

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

Figure 4-1. USFK Form 108 Staff Summary Sheet (Instructions)

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO: 061139			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON-CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1	J1	REV	X		Col Snuffy, 26 Oct				
2	J2	REV	W/C		BG James, 27 Oct		CDR		
3	J3	REV		X	MG Miller, 20 Oct		DCCR		
4	J4	REV	X		BG Jones, 22 Oct	3	COFS	APPROVE	
5	J5	REV	X		MajGen Clinger, 23 Oct		CSM		
6	J6	REV	X		Col Spock, 20 Oct	2	SCJS	REVIEW	
7	RM	REV	W/C		COL Scotty, 20 Oct	1	SACO	REVIEW	
8	CNFK	REV	X		RADM Kirk, 20 Oct				
9	SJA	REV		X	Col Early, 19 Oct				
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION (FKPA) PUBLIC AFFAIRS OFFICE					ACTION OFFICER Mr. George Kim	PHONE NO. 723-6085	SUSPENSE DATE 21 November 06	PREPARED DATE: 20 Nov 06	
SUBJECT: Consolidated Press Release									
PURPOSE: Obtain Chief of Staff, USFK approval for release of proposed consolidated press release.									
<p>1. RECOMMENDATION: Chief of Staff, USFK approves the press release at TAB A by signing SSS.</p> <p>2. DISCUSSION:</p> <p>a. This release addresses coordination between the USFK staff and the local media. By bettering our relationship with the local media more favorable articles and coverage of events involving USFK and USFK personnel will result.</p> <p>b. Comments from staff coordination, at TAB B, incorporated in letter at TAB A.</p> <p>c. J3 and SJA comments addressed at TAB C.</p> <p>3. RESOURCE IMPACT: None.</p> <p>3 Encls Tab A: Proposed Consolidated Press Release Tab B: Concurrences with Comments Tab C: Non-Concurrence and rationale for not incorporating in the letter at Tab A.</p> <p style="text-align: right;">Sylvester Stallone Colonel, US Army Public Affairs Officer</p>									

USFK FORM **108**

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

Figure 4-2. USFK Form 108 Staff Summary Sheet (Example)

b. The ideal staff action package permits the reader to reach a conclusion by reviewing only the SSS and the proposed implementing document. When used as transmittal documents, SSSs must state the purpose or requirement being addressed, pertinent background information, and essential rationale for the proposed recommendation. **Present this information as concisely as possible.** The decision-maker should not be forced to read each reference to understand the scope of the problem and the proposed recommendation. The **DISCUSSION** section should not repeat the information found in the proposed implementing document; present only that information which is essential for clarity. References cited will be included as separate tabs within the package. If necessary, continue the SSS on a second page. Figure 4-3 contains assembly instructions for correspondence packages.

c. Completing a Staff Summary Sheet.

(1) The SSS will reflect the coordination of all involved agencies outside the OPR's staff section. This information is entered in the coordination blocks; if there is insufficient space to do so, enter in the last line "See continuation page" and add a second SSS, placing it behind page one.

(2) If a new local regulation or the publication of a change to an existing regulation is being proposed, the staff package must include a summary of proposed changes as well as a copy of the existing regulation and any supplements in the staff action. On the copy of the existing regulation, a highlighter may be used to point out where changes are proposed and the AO may neatly write in the change.

(3) Suspense date: This block is left blank unless a higher headquarters has imposed a suspense date. If so, then enter that suspense date.

(4) All enclosures to SSSs will be called tabs and will be briefly summarized (figure 4-1). Documents referred to in the discussion that are placed at a tab will cite their location. For example, see tab A or (Tab A). Specific guidance on labeling and assembly is shown in figure 4-2. Results of staff coordination may be shown at tabs when concurrent staffing procedures are used, and all non-concurrences /consideration of non-concurrences will be clearly identified and tabbed.

(5) TAB X. The correspondence to be signed or approved. If there is more than one document for signature, use Tab X, X1, X2, etc. The X tabs will be placed at the lower portion of the page and ascend numerically. Additionally, if more than one signature is required from multiple Command Group members, ensure that this is clearly reflected in the RECOMMENDATION section of the SSS. (Example: "That the CofS, USFK sign the DA Form 631 at TAB X; and CDR, USFK sign the DA Form 631 at TAB X1 and attached award certificate at TAB X2.")

(6) TAB A. Will be the tasking or basic document causing the action. Place Tab A at the top of the page with the subsequent tabs in descending order.

(7) TAB B and on. Beginning with Tab B, the tabs will generally contain technical or substantiating information. Tabs B, etc., will be listed in the order they are discussed on the summary sheet.

(8) If space permits, you may address changes, additions, or deletions in the discussion paragraph. You may address concurrence with comments or acceptance of non-concurrences.

Enclosures to the cover document will be identified at TAB(s) as follows:

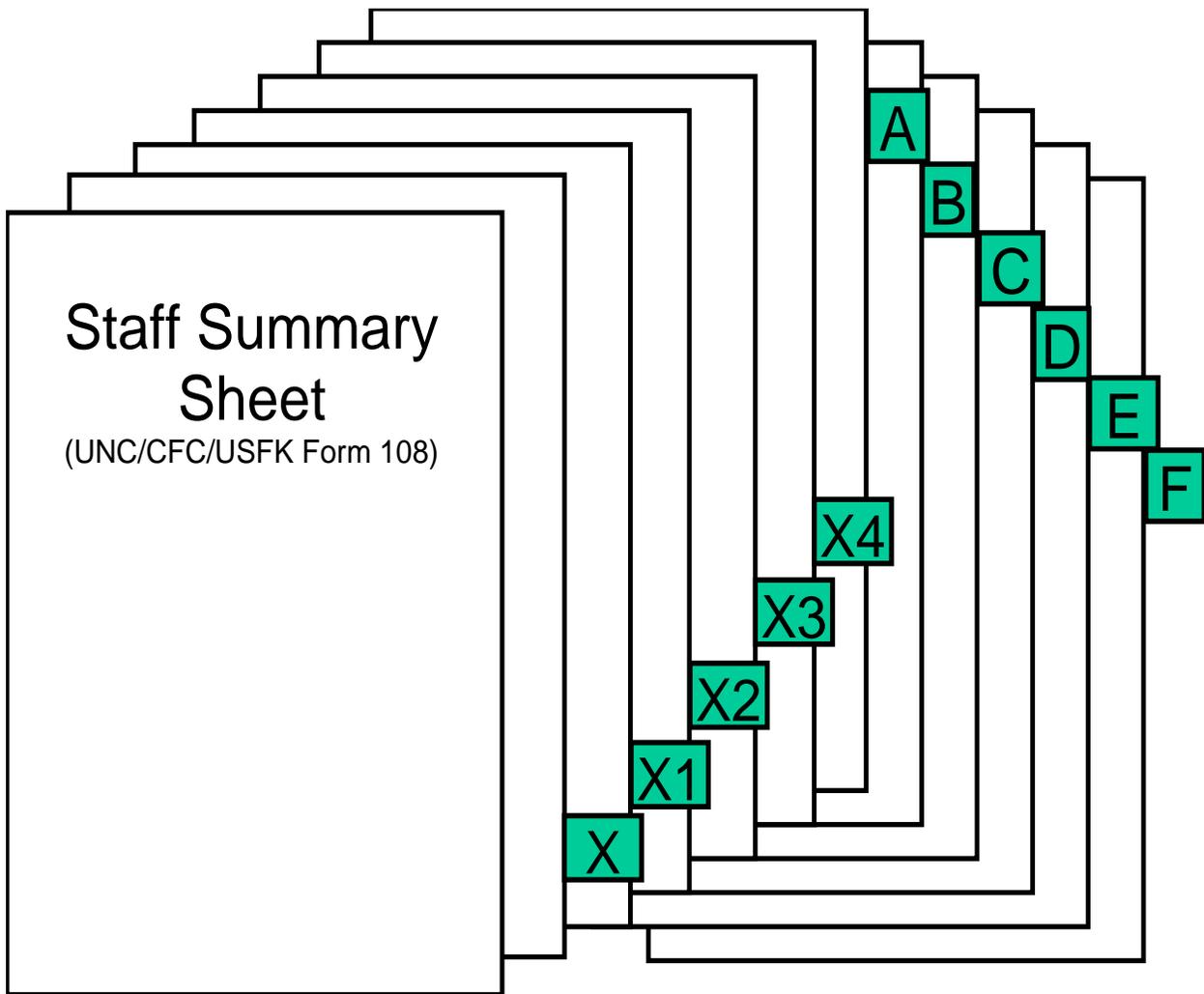
X Series – Signature documents

A, B, C, etc – Correspondence for which approval is sought/Supporting Documents

NOTE: All TABs are placed on blank sheets of paper, preceding the document.

Enclosures to the alphabetical tabs will be marked sequentially beginning with the number one (1).

DO NOT STAPLE THE DOCUMENT OR PACKET.



NOTE: For items that are pictures or slides in landscape format, the right side will be rotated to the top of the page. This standardizes viewing of briefs, certificates for signature, etc.

Figure 4-3. Assembly of Correspondence Packages

(9) Classification authority and downgrading instructions are required on the SSS when classified information is included. Include "Classified By, Reason, and Declassify on" or "Derived From, Declassify On, and Date of Source." This is **REQUIRED** when classified information is found in either the SSS or enclosures.

d. Staff sections will provide via email or sharepoint an electronic copy of **UNCLASSIFIED** documents to facilitate the making of minor corrections or revisions without returning the document to the originator to make corrections.

NOTE: Not providing an electronic copy via email or sharepoint slows down the staff action and will result in package return to the originator for correction (no matter how small) if a disk is not included.

4-4. Correspondence Prepared for Command Group Signature or Approval

a. Correspondence will be forwarded undated, in final format, ready for signature. See AR 25-50 for appropriate letter and memorandum format and preparation guidelines. Correspondence will be routed through the appropriate Command Group channels with the appropriate SSS (see SSS formatting, Chapter 4-3).

b. The drafter's office symbol will be used in the return address element for memoranda submitted to the Command Group for signature. For messages, the FROM line will show the office symbol of the releaser. For letter correspondence, the return address element should contain the functional address (e.g., Secretary Combined Joint Staff, Manpower Division, etc.) of the drafting organization or the office of the individual signing the letter. Normally it will be the functional address of the drafting organization unless the rank of the recipient warrants otherwise. It is a judgment call. If the Commander is to sign and wants to reflect his address on the from line, use "Office of the Commander." If the CofS is to sign and wants to reflect his address on the from line, use "Office of the Chief of Staff".

c. Packaging E-mails on behalf of the Command Group or other G/FOs.

(1) E-mails written for the Command Group or other G/FOs should be completely packaged to save the G/FOs time and effort. Follow the proceeding instructions to correctly package e-mails.

(2) Once the task has been given to draft an e-mail:

(a) Draft the intended e-mail (in the G/FO's voice).

(b) Find the recipients and enter addresses correctly.

(c) Find out who needs to be informed in the "Cc:" line as well (for more information on the "To:" / "Cc:" lines, please contact the appropriate Command Group XO).

(d) Save the e-mail (**NOTE:** It will then reside in your "Drafts" folder).

(e) Start a new e-mail. Recall the previous draft e-mail using the "Attach Item" button. Write a short message to the General to jog his memory of the task (**NOTE:** Before forwarding to the General, make sure the e-mail is signed, but NOT encrypted).

4-5. Editing Tips

a. Review all work. Ensure proper format, grammar, spelling, tone, and length, and that the product answers all possible questions. In doing this, remember the 6 “W”s: Who, What, When, Where, Why, and How (e.g., how much money is required?). Ask, “Would someone from another service understand this?” Have a peer review the product before forwarding through the chain of command.

b. Ensure completeness. Coordinate the package with all directorates involved *before* forwarding to the Command Group for action. For example, if it involves funds or funding, coordinate with Resource Management (FKRM). If someone is to receive something (i.e., transportation, meals, etc) coordinate with the Staff Judge Advocate’s office (FKJA).

4-6. Document Formatting - Font styles

a. All correspondence for Command Group signature will be prepared in Times New Roman font, size 12 point. Font not smaller than size 10 point may be used in order to reduce a document to one page.

b. For PowerPoint briefings and charts, see the UNC / CFC / USFK Staff Slide Template at: <https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/scjs/Shared%20Documents/Forms/AllItems.aspx>

4-7. Command Group Letterheads

a. In the combined and joint environment, selecting the proper letterhead is important. Use the UNC, CFC, USFK letterheads (figures 4-4, 4-5, and 4-6) when submitting correspondence for Command Group signatures. These letterhead formats can be accessed through the USFK Homepage, under SCJS links. (**NOTE:** Computer generated letterhead with the DOD seal can be downloaded at:

http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm#etc.)

b. Ensure correspondence is addressed from the proper command perspective. In offices using more than one kind of letterhead, the capacity in which the person is signing will dictate the proper letterhead. The letterhead and the accompanying SSS must match the office symbol of the originating agency.

c. The office symbol should always match the office symbol of the agency, section or directorate that drafted the document, not the signer’s.

d. United Nations Command Letterhead. (Figure 4-4)

(1) Font color is blue for the header and UN symbol and black for the body of text.

(2) Header is Arial bold font. Command line is 10 point font; address lines are 7 point font. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.

(3) REPLY TO THE ATTENTION OF will be even with the bottom of the UN crest, 6 point Arial font, all capitals.

(4) The top of United Nations crest will be even with the top line of the header at ½ inch top margin. Center UN crest over the left margin at 1 inch.

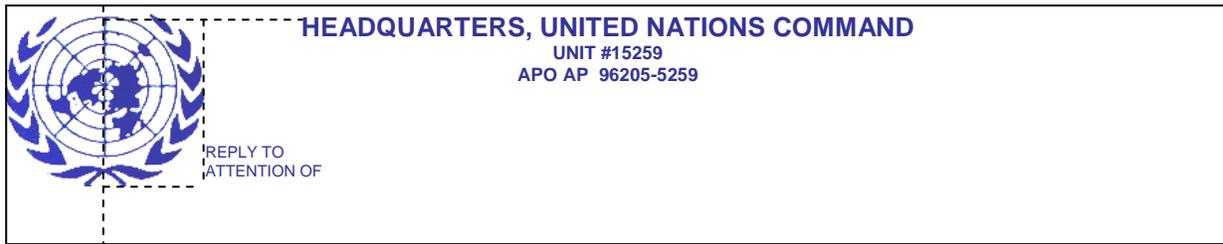


Figure 4-4. United Nations Command Letterhead

e. Combined Forces Command (CFC) Letterhead. (Figure 4-5)

- (1) Font color is black.
- (2) Header is Arial bold font. Command line is 10 point font; address lines are 9 point font. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.
- (3) Do not use REPLY TO THE ATTENTION OF for CFC letterhead.
- (4) Top of MND and DOD crests will be 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.

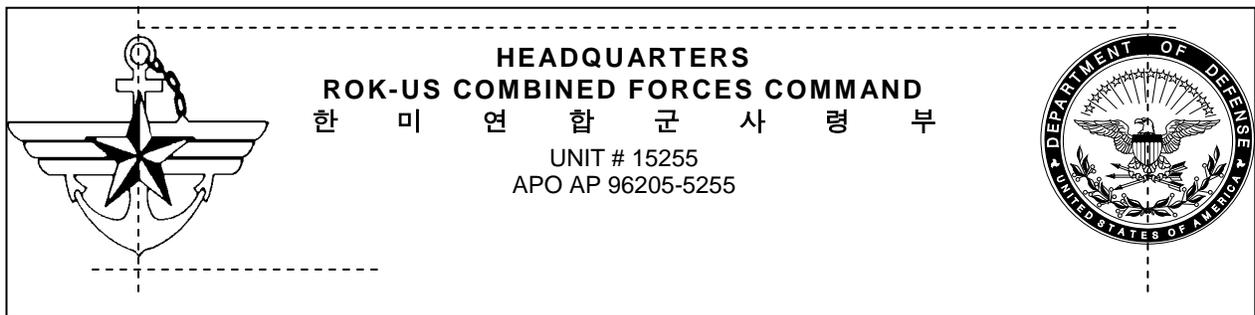


Figure 4-5. Combined Forces Command Letterhead

f. United States Forces Korea (USFK) Letterhead. (Figure 4-6)

(1) Font color is black.

(2) Header is Arial font. Command line is 11 point bold font; address lines are 9 point font, non-bold. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.

(3) REPLY TO THE ATTENTION OF will be even with the bottom of the DOD crest, 6 point Arial font, all capitals.

(4) Top of command DOD crest will be even with the top line of the header at ½ inch top margin. Center DOD crest over the left margin at 1 inch.

g. Unit numbers and APO will not be included in the address on correspondence to specific individuals, such as letters of appreciation.

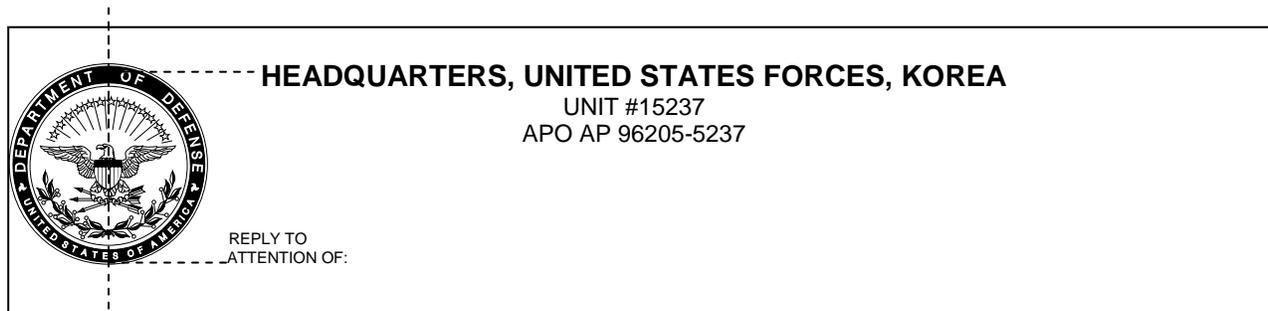


Figure 4-6. United States Forces Korea Letterhead

4-8. Command Group Signature Blocks

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. Reference to the organization will not be included in the signature block. The following signature blocks will be used for Command Group members:

a. 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

b. Deputy Commander (CFC/GCC).

MILITARY

For CFC:

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

For GCC:

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

c. Deputy Commander (UNC/USFK).

MILITARY

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

d. CofS (UNC/CFC/USFK); Deputy Commander (GCC).

MILITARY

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

For GCC:

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

e. DCS (CFC); Senior Member (UNC); CofS (GCC).

MILITARY

For UNC:

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

For CFC:

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

For GCC:

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

NON-MILITARY

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

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

NON-MILITARY

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

NON-MILITARY

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

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

NON-MILITARY

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

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

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

f. US Member UNCMAC.

MILITARY

NON-MILITARY

For UNCMAC:

MEMBER FULL NAME (ALL CAPITALS)

Major General, USAF

US Member, UNCMAC

Member Full Name (Upper & Lower Case)

Major General, U.S. Air Force

US Member, UNCMAC

4-9. Point and Information Papers

a. A point or information paper (figure 4-7) is a concise document for use within the Headquarters designed to present key facts or information in a clear, brief and orderly fashion. The format may be altered for a specific need. Paragraphs will contain only essential facts concerning the subject. The purpose of the paper will determine if a conclusion or recommendation is included. Point papers will include the action officer's name and phone number. A point or information paper will not take the place of the SSS when approval or an action is desired.

b. Point or information papers may be used to respond to Command Group requests for information. For example, staff sections are required to prepare these papers on command items of interest for the CofS to highlight events that have occurred during his absence.

c. Staff agencies are highly encouraged to maintain a by-subject file of all current papers. Point or information paper files are excellent sources for responding quickly to Command Group requests for information.

POINT PAPER**SUBJECT**

PURPOSE: Single-phrase statement explaining the reason for the point paper (e.g., “To provide an update to the COMMANDER concerning equipment installation...”).

DISCUSSION:

- Start major phrases with "-" in the left-hand margin; continuation lines will begin directly underneath the first word of phrase.
 - Start subcategory lines with "--" and will be aligned w/ beginning words of previous line.
 - Start tertiary lines with "---" and will be aligned w/ beginning words of previous line.
- Formatting: 8.5 x 11 inch paper with 1-inch margins (left, right, top, bottom), and tabs set at ¼ inch intervals.
 - Use Arial, 12 point font; use no smaller than 10 point font to keep to one page.
- Papers should not exceed one page.
- Short, concise, bullet-words or phrases will be used throughout the paper.
- Each phrase (“point”) will be written as a separate line.
- Classification will be clearly annotated on all papers submitted to the Command Group(s), unless UNCLASSIFIED.
- Enclosures may be used if necessary, but the paper will be sufficient to stand-alone.
 - Enclosures are annotated as: (See TAB A).

SUMMARY (OR CONCLUSION): If appropriate.

RECOMMENDATION: If appropriate.

POINT OF CONTACT: Name, email address and phone number.

STAFF PRINCIPAL, DEPUTY, or
O-6 LEVEL DESIGNEE

(As of DATE)

Figure 4-7. Sample Point Paper Format

4-10. Fact Sheet

A Fact Sheet (figure 4-8) provides information to the Command Group or to agencies outside the Headquarters. A fact sheet is normally used when a point paper is too brief, and will often contain a continuation sheet (figure 4-9).

4-11. Decision Paper

A Decision Paper (figure 4-10) is used to solicit a decision. The resource impact is a critical component which provides the decision maker with the necessary information to arrive at a logical conclusion.

(Office Symbol)	DATE
FACT SHEET	
SUBJECT: Using and Preparing a Fact Sheet	
<p>1. PURPOSE. Single-phrase statement explaining the reason for the fact sheet (e.g., to provide an update to the Chief of Staff concerning VIP visit, Mr. John Doe).</p>	
<p>2. FACTS.</p>	
a. The facts will be stated as clearly as possible.	
b. When a paragraph is subdivided, there must be at least two subparagraphs. For example, if there is a subparagraph "a," there must be a "b."	
(1) The first set of subparagraphs should begin on space five, the second set (such as this one) will begin on space nine, and the third set will also begin on space nine.	
(2) Numbers from zero to twenty will be spelled-out when in the text of the document.	
c. When possible, fact sheets should be limited to one page and no more than two pages. If essential, enclosures may be added.	
d. Fact sheet continuation pages would mirror the heading shown on this page.	
(1) The signature block would be shown not on the first page, but on the second page.	
(2) The second page would be numbered.	
e. Rules for using a continuation page are as follows:	
(1) Begin the office symbol on the eighth line down.	
(2) Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.	

Figure 4-8. Sample Fact Sheet Format

Fact Sheet (Continuation Page)

(Office Symbol) SUBJECT: Using and Preparing a Fact Sheet (Continuation Page)	DATE
<p>(3) Include at least two words on each page of any sentence divided between pages.</p> <p>(4) Avoid hyphenation whenever possible. Do not hyphenate a word between pages.</p> <p>(5) Do not type the staff principal's signature block on the continuation page without at least two lines of the last paragraph.</p>	
ENCL:	<p>Approved By _____ Staff Principal, Deputy, or O-6 Level Designee</p>

Figure 4-9. Sample Fact Sheet (Continuation Page)

DECISION PAPER	DATE
<p>1. SUBJECT: Using and Preparing a Decision Paper</p> <p>2. RECOMMENDATION: That the Command Group Member approve this Decision DECISION REQUIRED BY: Date</p> <p>3. BACKGROUND/PURPOSE: The "Why" of this request.</p> <p>4. DISCUSSION:</p> <p>5. RESOURCE IMPACT: (Funding, Personnel, Equipment)</p> <p>6. APPROVE _____ DISAPPROVE _____ SEE ME _____</p>	
ENCL:	<p>_____ STAFF PRINCIPAL, DEPUTY, or O-6 LEVEL DESIGNEE</p>

Figure 4-10. Sample Decision Paper Format

4-12. Command Group Read Aheads

To prepare the Commander for all calendar events, staff principals or designated deputies will electronically post their Read Aheads via the CIG SharePoint Calendar 48 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance). The OPR for the CDR Read Ahead Program is the CIG (DSN 723-5027/7225).

a. Read Aheads will be prepared on 5-inch by 8-inch MS Word format document. The format and detailed Read Ahead Posting Procedures are located on the CIG Shared Documents SharePoint site: <https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/cig/pages/default.aspx>. All Read Aheads will include the following:

- (1) Header Information:
 - (a) Event name.
 - (b) Event location(s) (if the CDR is moving from one room or location to another for the same event).
 - (c) Event start and finish time. Ensure this corresponds with the CDR's calendar.
- (2) Event attendees: full name, rank/title, duty position (or affiliation, for spouses, for example); "go by" name for all US attendees, and phonetic pronunciation for non-US attendees.
 - (a) Purpose: concise statement about why the CDR has this event on his calendar. Specify if the OPR requires a decision from the CDR at the event/meeting.
 - (b) Indicate if the CDR will formally speak at the event, if the CDR's spouse will attend the event, and if CDR will present a gift at the event.
 - (c) The OPR will discuss past gifts to a recipient with CDR's XO to avoid repetition and coordinate all gifts through the USFK Protocol Office before finalizing plans for gift giving. The office phone number for the Protocol Office is DSN 723-7930.
 - (d) The OPR will coordinate for CDR's coins directly with the CDR's US or ROK Aide. The office phone number for the Aides is DSN 725-6052.
 - (e) As soon as the calendar event is posted and accepted, the OPR will coordinate with the USFK Speechwriter for any speech the CDR will deliver. The office phone number for the Speechwriter is DSN 723-7653.
- (3) Uniform / Dress code for the event.
- (4) The POC and the first O6 for the Office of Primary Responsibility (OPR) for the event, listing the POC's full name, rank/title, duty position, and office DSN, and cell phone at which the OPR can be reached after duty hours (so the OPR can field questions about the event, as required by the CDR). List all of the same information for the O-6.
- (5) Agenda: must match details listed in any source documents.
- (6) Key discussion points for the CDR to assist the CDR in delivering Command messages or facilitating the meeting.

(7) Background information for the CDR: Summarize past events or activities that led up to this current event. For example, inform the CDR about when you most recently presented this topic to him; coordination you have done with other staff sections, commands, services, and/or community agencies.

(8) Official biographies for any O-6 level attendee or above, the Commander is meeting them for the first time.

(9) Presentation charts the OPR would like the CDR to read in advance, for background information, or charts that will be presented at the event (with proper classification markings).

(10) Seating charts for the CDR and the official party. Include the entire room layout in these charts.

(11) Other source materials (past briefings, spreadsheets to support the event issues, etc.) with proper classification markings.

(12) Point papers, decision papers, etc.

(13) OPRs are required to complete/update their read-ahead (last page) by COB the day of the meeting with the CDR to include a meeting Executive Summary (EXSUM), commander guidance/decisions, and any specified tasks. Where possible, commander taskings should include OPRs/OCRs and suspense dates for each specified task. Instructions for posting read-aheads and a copy of the revised read-ahead format are attached; these documents can also be found on the CIG SharePoint site(s) provided below:

b. The Read Ahead process follows:

(1) Once the calendar request is approved and added to the CDR's calendar: The CIG initiates "Workflow" email to the Office of Primary Responsibility (OPR) and that read ahead is required for the CDR's scheduled event. This "Workflow" will also direct the OPR to the CIG Read Ahead SharePoint Calendar where they can post their read aheads and the OPR can access the pre-formatted Microsoft Word document (base Read Ahead document and Microsoft Power Point slide template at this site.

(2) 48 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance): Read Ahead (.pdf and 5X8 Microsoft Word format) are posted electronically by staff primaries in the grade of O-6, or by deputies and selected others with access on behalf of General/Flag Officer staff primaries, to one of the following links:

NIPR:

<https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/cig/pages/default.aspx>

or SIPR:

<http://ktoportal.usfk.smil.mil/sites/cmdgrp/CIG/lists/CDR%20Read%20Ahead%20Aheads.aspx>

If the links above are not operable or submitted after 1700 hours a day before the event, Read Ahead submissions must be sent to the following email addresses: NIPR: CDRReadAhead@korea.army.mil or to the CDR XO; or SIPR: CDRReadAhead@usfk.smil.mil or to the CDR XO.

(3) Only those leaders with pre-approved access to these files will be able to enter these sites and post Read Aheads.

(4) Post the completed read ahead at the highest classification level (i.e. NIPR or SIPR).

(5) If CDR speech/remarks are desired, the OPR must contact the Speechwriter, 723-7653, and provide information on VIPs, venue, background of the event, and any other information specific to that event. The OPR must contact the CDR's Office to request that the CDR speak at an event. **DO NOT WRITE SPEECHES FOR THE COMMANDER.** Provide necessary information to the Speechwriter.

(6) Read Aheads that involve matters related to Operational Plans (OPLANs), operational or policy issues, or any topics requiring Commander's Initiatives Group (CIG) input will be submitted to the Commander's SA and XO at least 96 hours prior to the event. This allows time for the CIG to conduct an analysis and provide input and/or guidance to the Read Ahead prior to it reaching the CDR.

(7) If the CDR is being asked to present a gift to any agency, the CDR's office must approve the gift prior to the event after obtaining a legal review.

c. Read Aheads for the Deputy Commander, UNC/USFK and; CofS, UNC/CFC/USFK; will be prepared in the same manner as laid out above, but will be submitted to their respective Executive Officers, NLT 48 hours prior to the event.

d. Action Officers preparing Read Aheads will include talking points, questions for the CDR/DCDR/CofS to ask, and questions expected from the visitor(s) with answers to those questions. The talking points should be determined by looking at the visitor; determining how the visitor might impact UNC/CFC/USFK; and Command interests. Stress what is important for the Command Group member and/or what the visitor should take away from the briefing. If the AO cannot determine what is important to the CDR, refer to the CDR's Special Assistant for current issues at 723-5235, or to the DCDR/CofS Executive Officers at 723-5236/723-6544/725-6031 respectively. If the Read Ahead involves briefings, the Read Ahead must define the purpose of the briefing, i.e., "information" or "decision". For example, if a briefing is being presented to the CDR as "informative" then identify the briefing as an "information" brief. If the briefing is being presented to the CDR requesting a decision, then identify it accordingly as a "decision" brief. **IDENTIFY OR HIGHLIGHT THE DECISION THAT IS BEING SOUGHT UP FRONT IN THE BRIEF.**

e. Read Aheads will be reviewed by the staff principal or deputy before submission.

f. Read Ahead Posting Procedure:

(1) SCJS will check the posted read-aheads daily and issue any captured formal taskers accordingly.

(2) SCJS will also provide a weekly summary of CDR read-ahead EXSUMs and post them at the following location:

NIPR location <https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/scjs/default.aspx>.

SIPR location <http://ktoportal.usfk.smil.mil/sites/cmdgrp/SCJS/pages/StaffLayout.aspx>.

Please ensure that classified content is not posted onto NIPR read-aheads; sensitive information that the CDR may not want posted should not be included in either NIPR or SIPR read-aheads.

5X8 Read Ahead Format



For Official Use Only

What: xxx
Where: xxx

When: DD MMM YY / 0000 – 0000 start-end time



Attendees: (O6/E9/GS-15 and above)

- Rank/grade first name last name, title (“go by” name for US and “phonetic” name pronunciation for non-US), for attendees that the Commander should know about.
- Here are some examples:
- GEN & Mrs. Lee, Sung Chool, D/CDR, CFC; Mrs. Park, Jung Shin. (“GEN Lee & Mrs. Park”)
- LTG Joseph Fil Jr., CG, EUSA, CoS, UNC/CFC/USFK (“Joe”)
- Do not include GEN & Mrs. Sharp as attendees in this section.

Purpose:

- Why is the Commander participating in your event/office call/function/briefing?

CDR Speaking: Yes No

- If yes, is translation required?
- If translation is required, will translation be simultaneous or sequential? Who is the translator (Full Name)

Will Media be Present? Yes No

Have you coordinated with PAO?

Presenting Gift: Yes No

Is the CDR presenting a gift? If yes, have you coordinated with Protocol or the ‘gift-agency’?

Scroll of App: Yes No

- If so, have you coordinated with the CMD Group?

Joanne Attending: Yes No

Is Mrs. Sharp attending the event?

Uniform: Duty (only specify the uniform for the CDR)

Figure 4-11. Sample Read Ahead Format



For Official Use Only

What: xxx

Where: xxx

When: DD MMM YY / 0000 – 0000 start-end time



Emcee: If you are the OPR for a ceremony or reception where the event calls for “a host”, please include the name of the master of ceremonies. Enter “N/A” if this does not apply for your event.

OPR: Rank/grade name, title, DSN, cell number

Agenda:

- Outline the key points of your meeting.
- Ensure these match the agenda slide of any PowerPoint slides you are providing
- Other items such as briefing slides, movement and transportation plan?

Topic/Key Discussion Points:

- What are key topics, requests by the CDR, etc.?
- What decisions do you need from the CDR at the end of this meeting?
- How does your issue/topic impact UNC/CFC/USFK?
- Other?

Background Information for the CDR:

- Have you attached biographies for all DV attendees (especially if the CDR is meeting them for the first time)
- When was your last IPR/meeting?
- Have you briefed any other leader (J3, CoS, etc.)?
- Do you have a Planning Committee/Working Group? When was the last time they met?
- Do any other actions (by other staff agencies) or agencies outside USFK tie into your topic?
- Other?

Figure 4-11. Sample Read Ahead Format (Continuation page)



For Official Use Only

What: xxx

Where: xxx

When: DD MMM YY / 0000 – 0000 start-end time



Meeting Executive Summary (to include CDR guidance/decision)?

- (To be filled in after the meeting)
- Have you provided a summary of the meeting including the information regarding decision, guidance, and direction received from the Commander during the meeting or event w/ the CDR?
- Have you forwarded a hyperlink of the updated CDR's guidance or decision to all attendees at the meeting?

Commander Taskings?

- (To be filled in after the meeting)
- Capture any due-outs or taskers from the meeting/event. SCJS will review and issue formal taskers if warranted.

Figure 4-11. Sample Read Ahead Format (Last page)

4-13. “THURMAN SENDS”

a. Directorates and agencies will often be tasked by the CDR’s office to draft the body for a “Thurman Sends” communication for publication to the community based on recent or future events. A “Thurman Sends” will not be longer than two pages and the color coding is as follows: YELLOW is for safety (figure 4-12); RED is for fatality (figure 4-13); and PURPLE is for information (figure 4-14). Format for the second page when drafting a two-page “Thurman Sends” is shown in figure 4-14. When drafting, ensure the following steps:

- (1) Review punctuation and spelling.
- (2) Number the “Thurman Sends” with next sequence number 10-07, 11-07, etc. Verify what is currently posted online at the USFK web page, and confirm with CDR office to ensure proper sequencing.
- (3) Check all URLs on hyperlinks to ensure links bring you to the respective web site (CDR will often ask that these hyperlinks be inserted into the document).
- (4) Check format of the document to ensure continuity from previous documents – title, banner on side and arrow at bottom of page.
- (5) Save the Word document: *Thurman Sends ##-07* (Exact Title on Document).
- (6) Route through Public Affairs and Legal (as applicable).

b. Once drafted, all “Thurman Sends” will be submitted through SCJS with SSS and routed through the CofS. The CofS will send to the Commander and CDR/XO will finalize the product upon CDR approval. SCJS Admin will then e-mail out the final product Distro A, at which time the USFK Public Affairs Office will post to the USFK webpage.

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**Ulchi Freedom Guardian UFG '11
Safety Message**

1. Ulchi Freedom Guardian '11 is a demanding exercise that presents a great opportunity for our joint and combined forces to evaluate our mission essential and critical supporting tasks. I know that all participants will work to maximize training benefits from this exercise. While there are many training benefits, personnel must be reminded that even routine task can be hazardous and that caution is a lifesaver. In the past, we have experienced catastrophic accidents involving vehicle and aviation operations. Accident prevention planning and strict enforcement of approved safety standards will reduce risk and the potential for accidents.
2. It is essential that commanders and leaders at all echelons engage with their units to ensure safe execution. As exercise play evolves, the potential for accidents increases. To maximize our efficiencies and maintain an appropriate level of safety, leaders must identify hazards and control risks across the full spectrum of our missions, functions, operations, and activities in order to defeat complacency, overconfidence, and, indeed, fatigue. Vehicle operations and continuous change in our operating environment, such as heavy rains and hot weather, will probably present the greatest safety threats to our forces - especially to new arrivals and off Peninsula personnel. I encourage each of you to take the time now to ensure the relationship between your specific mission task and safety is in the proper balance.
3. I expect leaders and service members to be thoroughly familiar with risk assessment and risk mitigation guidance regarding air, ground, sea, and port operations. Success of this exercise will be measured against our execution of battle tasks, management of tactical risks for changing situations, and, importantly, how safely we conduct the operation. This exercise will not be considered a success until everyone returns home safely.
4. I am deeply committed to the achievement of our UFG training objectives. I am also equally insistent that we execute the training safely. Not having a serious injury or loss of life should be an achievable goal in this upcoming exercise. Commanders and leaders, take charge of your units. Service members, I want you to train and exercise safely. Thanks to all for your commitment to our great ROK ally and the security, we both provide for this magnificent land. I greatly appreciate what you do and the professionalism you exhibit in doing it. We go together!


JAMES D. THURMAN
General, U.S. Army
Commander



Figure 4-12. Sample THURMAN SENDS (Safety, Yellow Format)

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Death of a U.S. Service Member

1. This week we lost a USFK Soldier as a result of an off-duty accident that occurred while the Soldier was crossing a street off post. This is the second off-duty pedestrian-vehicle fatality in six months. In total, we have lost five service members in the past six months. Added to these are two suicides, including a family member. I find the loss of seven service members, civilians, or family members alarming!
2. These tragic losses impact families, weaken morale, disrupt unit cohesiveness, and reduce mission readiness. Leaders – corporals to generals – even while we mourn the loss of these men and women, we must direct our energy toward the prevention of accidents and the well-being of our service members, civilian employees, and family members.
3. I charge each of you to press hard through education, awareness, supervision, and risk management to ensure that every USFK service member and civilian understands the need to include safety in everything they do, whether at work or at home. As leaders, we need to show our subordinates that we mean business when it comes to enforcing the rules of safety, while at the same time showing them that we care.
4. Leaders must take immediate action to become personally involved in preventing accidents and suicides. Visit our USFK Homepage to review my policy letters in these important areas. Be alert for signs of someone in trouble and ensure that anyone who needs help gets it immediately.
5. Our success can be defined only as "No Loss of Life." To help achieve that success, give this safety alert the widest possible dissemination; electronically and by posting it on unit bulletins boards.
6. We go together!

JAMES D. THURMAN
General, U.S. Army
Commander



Figure 4-13. Sample THURMAN SENDS (Fatality, Red Format)




COLA Survey Results

1. I would like to give everyone an update on where we are in the COLA business. In April and May 2008, trained and experienced USFK Pricing Teams completed a Retail Price Schedule (RPS) to compare the prices of goods and services both on and off-post here in Korea as required by DoD regulations. The teams collected raw price data for 120 goods and services from vendors frequented by USFK Service members, as identified during the 2006 Living Pattern Survey (LPS).

- The LPS online surveys of 2004, 2005, and 2006 established the shopping patterns of Service members in Korea. USFK did not conduct an LPS in 2008 due to the high participation rates and quality of previous survey results.
- The RPS, which requires sending teams to locations identified in an LPS, is used to accurately report the prices of goods and services used by Service members stationed in Korea. USFK deployed RPS teams in Seoul, Pyongtaek, Taegu, Chinhae, and at Osan Airbase as part of the 2008 COLA Survey.

2. In May the 175th Financial Management Center, as the USFK finance element, consolidated the information and verified its accuracy. The results were then submitted to DOD, who then compared our prices against the CONUS prices of similar goods and services. The results produce the COLA rates for Service members stationed in Korea, compensating them for the difference in these price levels.

3. The results of this year's RPS demonstrated that for Daegu, prices were lower for transportation, household furnishings, and recreation categories than the prices of the same items in the U.S. While prices in Daegu may have increased since last year, they have not increased at an equal or greater rate than the increase in prices in the U.S. For the other locations prices in Korea either increased at a greater rate or at the same rate as the U.S. prices.

4. COLA is intended to compensate for the cost difference between Korea and CONUS and to equalize purchasing power. The Department of Defense (DOD) will, in accordance with law and DOD regulations, adjust our COLA.

- After analyzing the results of the 2008 COLA survey, 17 July 2008 the Military Advisory Panel voted unanimously to implement a 2 point increase in COLA for Seoul and Chinhae and a 2 point decrease for Daegu. Camp Humphreys and Osan COLA rates will experience no change in their rates based on the survey. Click on this link to see an illustration to view how the results of the 2008 RPS will affect the COLA rates: [2008 COLA Illustration](#).
- COLA increases for Seoul and Chinhae were not put into the pay system by the Per Diem, Travel, Transportation and Allowance Committee (PDTATAC) for 1 July. The two point increase for Seoul and Chinhae will be paid in August

retroactive to 1 July 2008. The two point decrease for Daegu will be effective on 1 September 2008.

5. The bottom line is that COLA improves the quality of life for our Service members and their families by adding dollars to their take-home pay each month. As a valuable financial entitlement to all Service members, this command will ensure you receive every penny you are legally and ethically entitled to. If you'd like to calculate your current COLA, click on this link: [Compute Current COLA](#).

6. I know some of you will question why your COLA is being adjusted downward as a result of the RPS here in Korea and comparative prices in Korea. I want you to know that these calculations are performed precisely in accordance with federal law and DOD regulations, and are fairly applied and executed properly to ensure you are compensated on an equal basis with your CONUS counterpart Service members, while still receiving a fair overseas COLA. If you have questions regarding your COLA or if you are seeking additional information, please contact the 175th Financial Management Center at DSN 725-3201, or check their website at the following URL: <http://175fincom.korea.army.mil/>.

We Go Together!

JAMES D. THURMAN
General, U.S. Army
Commander



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Figure 4-14. Sample THRUMAN SENDS (Information, Purple; 2-page format)

4-14. Cable Book

The Cable Book is comprised of a 24-hour, peninsula-wide weather forecast; Command Center Seoul significant daily events covering the previous 24 hours; US Embassy Korea messages (“Cables”) covering the previous 24-hours; and Distinguished Visitor tracker covering the next 24 hours. SCJS compiles and posts daily via SIPR NLT 0800 to the Command Group, general officers, and staff principals every normal duty day.

4-15. 3- and 4-Star Notes

3-Star and 4-Star notes are used mainly as congratulatory notes from the COMMANDER (UNC/CFC/USFK), Deputy Commander (UNC/USFK), and CofS, USFK. Use Arial, size 11, bold. Sample and format for the notes are at figure 4-15. Submit draft notes to the appropriate GO/XO.

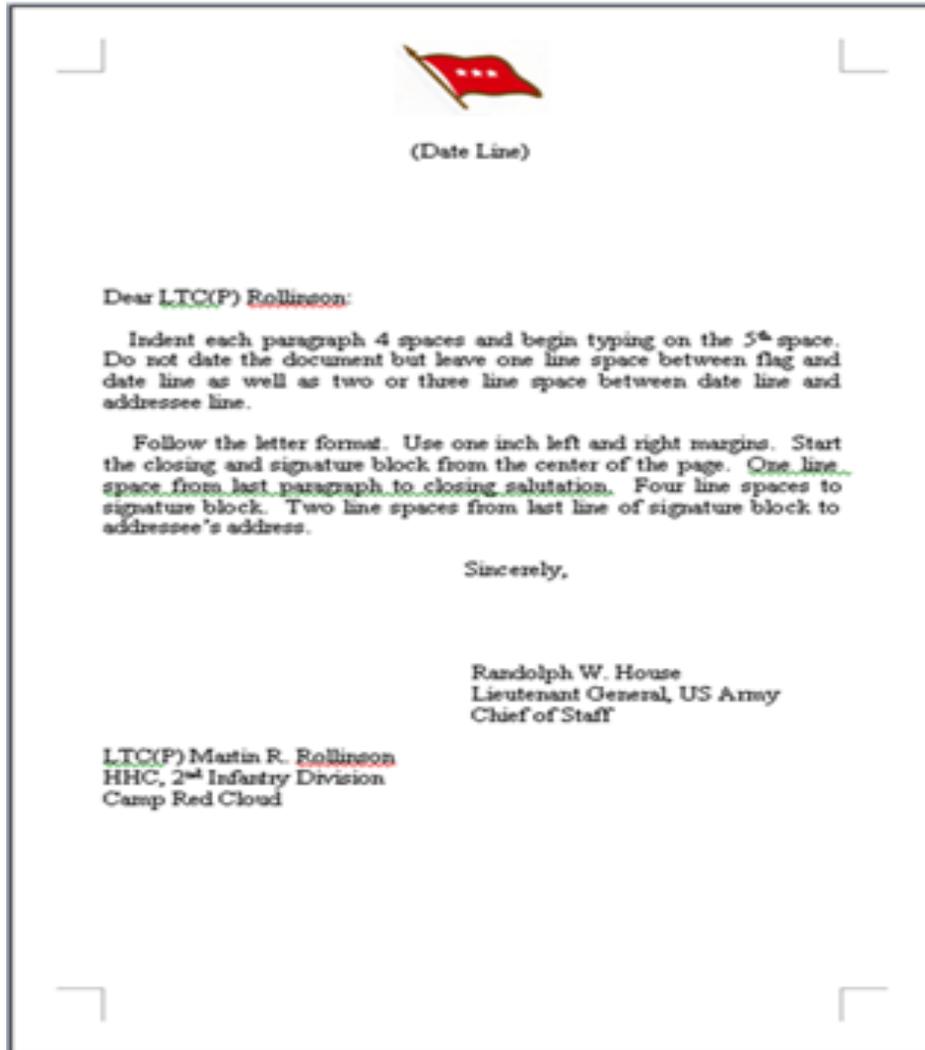


Figure 4-15. Sample 3-/4-Star Note Format

4-16. UNC/CFC/USFK Scroll Of Appreciation (SOA)

The Commander, UNC/CFC/USFK is the approval authority for the SOA. When the CDR directs award of the SOA, the OPR will submit staff summary sheet through SCJS a with a proposed citation prepared on plain sheet of paper and a CD on which the documents are saved. SOA will be provide link for formatted/useable examples to be framed by SCJS IAW CDR guidance prior to presentation. For mass SOA presentations, the OPR will fund SOAs and SCJS will frame for quality control for standardization. For OPR planning purposes, SOAs cost approximately \$50, are purchased from Arts & Crafts and you must obtain 2 CDR's coins to place in each frame. Examples, by type, are provided at figures 4-16, 4-17, and 4-18.



Figure 4-16. Sample USFK Scroll of Appreciation



Figure 4-17. Sample CFC Scroll of Appreciation



Figure 4-18. Sample UNC Scroll of Appreciation

4-17. White House Certificate

The White House Certificate is presented to those who have contributed significantly to UNC/CFC/USFK. White House Certificates may be signed by Command Group designees (ie., Commander, Deputy Commander, CofS, SCJS, etc). When requesting award of the certificate for command group signatures, submit a staff summary sheet with justification and the certificate with Command Group member's signature block. Certificates will be done in Arial, size 12, bold. The awardee's name will be in Arial, size 16, bold. Sample and format are at figure 4-19.



Figure 4-19. Sample White House Certificate Format

4-18. Routing Awards Through The Command Group

The SCJS tracks all awards requiring Command Group approval only after they have been routed through the J1 or service component approval channels. Specific regulatory requirements for awards are contained in USFK Regulation 672-2 (Defense Awards and Decorations Program).

a. Award Routing. The routing for awards requiring approval from within the UNC/CFC/USFK Command Group is as follows:

b. Joint Awards. U.S. Service members and Federal Government civilian personnel who are permanently assigned to UNC/CFC/USFK and are in a joint billet are eligible for joint awards. Contributing non-government individuals, groups or organizations that have provided exceptionally meritorious service of significance to the joint activity are eligible for specific awards. Local National (LN) civilians, contractor personnel, and foreign military are not eligible for joint awards,

but may be eligible for Service awards. US Service members assigned to UNC/CFC/USFK, but not in a valid joint billet, may be eligible for joint awards as an exception to policy.

4-19. Temporary Duty (TDY) Trip Reports

a. Trip reports are to be submitted for all official UNC/CFC/USFK-related TDY/temporary additional duty (TAD) trips. The purpose is to increase staff and leadership awareness regarding the purposes and outcomes of these trips.

b. The format for these reports is provided at the link below. Once complete, the reports should be posted by the responsible directorate to the SCJS SIPR SharePoint site (under documents) at the following link:

<http://ktoportal.usfk.smil.mil/sites/cmdgrp/SCJS/TDY%20Trip%20Reports/Forms/AllItems.aspx>

c. It is important that the report be appropriately classified and that the OPR ensure that sensitive content (i.e., material the Command Group may not want posted, even if appropriately classified) be screened out or approved prior to posting reports. Accordingly, these reports should be reviewed/approved by the staff primary or deputy prior to posting.

d. The naming convention should be: YYYYMMDD_Directorate_TDYLocation_Keywords, as provided in the following example: 20101212_J8_USARPAC_CCS Manning Conference. A standard naming convention is imperative to finding and accessing needed information since reports will be stored chronologically vice in separate directorate folders.

e. In instances of TDYs involving multiple directorate personnel (i.e., J5 trips to support CDR visits to DC or J3 Exercise Planning Conferences), reports should be consolidated by each directorate.

4-20. Commander's Daily Updates while Commanding General (CG) is off-peninsula

a. Policy for the Commander's Daily Updates from ACofS/Deputies while the CG is outside the Korean Theater of Operation. This applies to all directorates and Special Staff that report directly to the CG. Even if there is nothing to update to the CG, participation is mandatory and a report stating "Nothing significant to report" will be sent.

b. The format will be limited to a maximum of 6 lines, briefly describing the situation or update for the CG. No attachments, pictures, graphs, or excess information will be accepted for the daily update. Limit the information to significant information that will answer the CG's questions and/or update the CG on current issues/concerns/projects using:

- (1) Person authoring the update. Status of the primary/deputy (i.e. On-pen, LV, TDY, etc.).
- (2) External engagements.
- (3) Internal engagements.
- (4) Actions/Help required/Information.

c. The UNC/USFK CofS is responsible for providing the CG with the daily updates. Therefore, the inputs to the CG Daily Updates will be sent to the CofS XO NLT 1500 for collection and consolidation into one email for the CG. This email will be sent to the CG at the end of the duty day and courtesy copied to all the participating agencies as well as to their workflow accounts.

Chapter 5

General Administrative Information

5-1. Conference Rooms

a. Policies and procedures for conference room usage throughout Yongsan are established by the owning agency. This paragraph outlines some of the capabilities in the Headquarters conference rooms. This information is not all inclusive. Contact the conference room monitors for information on scheduling procedures, distinguished visitor notification requirements, security requirements, dual language capabilities, and other pre-meeting arrangements. Unless personnel security requirements forbid usage, all conference rooms on Yongsan will be considered available for official government use. The requesting agency will be responsible for providing conference room security as required for the security classification.

b. Points of Contact.

(1) Conference Room 215 (CR215), White House (Bldg 2310). SCJS Operations, 723-9931/6775/725-7905.

(2) J2 SCIF (Large and Small Conference Rooms). J2 Theater Dissemination Branch, 723-8093.

(3) Combined Battle Staff Briefing Room (CBS), CC Seoul. J3 Briefing Branch, 723-7058/6153.

(4) J5 Conference Room, White House (Bldg 2310). J5 Admin, 725-6411/5121.

(5) J6 Conference Room, White House (Bldg 2310). J6 Admin, 723-3659/725-6811.

(6) Van Fleet Conference Room and Walker Executive Room, 8th Army Headquarters. 8th Army Secretary General Staff (SGS), 723-5033.

(7) Commander's Balcony and Bridge, Tactical Air, Naval, and Ground Operations Command Post (TANGO CP). During exercises or actual contingencies, J3-OPS is responsible for scheduling these briefing rooms.

c. Reservations are limited to members of the Headquarters UNC/CFC/USFK and 8th Army Command Groups and Staff. Priority is given to the Command Group by seniority. Briefings and conferences scheduled by other organizations or agencies are subject to preemption with little or no notice if a conflict arises.

d. Agencies scheduling use of conference rooms prior to 0700 or after 1700 must provide an accountable individual to sign for the keys to unlock the conference room and secure it after use.

e. Agencies using conference rooms are responsible for ensuring their neatness and cleanliness after the completion of each briefing or conference.

f. Seating Charts.

(1) Attendance rosters are required for all events hosted by a General Officer of the Command Group when held in Conference Room 215 (White House), J2 SCIF, CJ5 Conference

Room, Van Fleet Conference Room, or on Knight Field. SCJS/Protocol will use this information to create a seating chart.

(2) If assistance in preparing seating plans for non-Command Group sponsored events is desired, notify the responsible SCJS SACO at least two duty days prior to the scheduled briefing.

g. In the event of cancellation of an event, notify the SCJS Operations Section as soon as possible so that the room is available for rescheduling.

h. It is the responsibility of the OPR for the briefing or conference to inform attendees of the cancellation.

5-2. Distribution/Mail

a. The SCJS operates a Distribution Center (Rm. 104, White House) for all correspondence in and out of the Command Group.

(1) Agencies appoint couriers for their organization. Each courier must have a SECRET clearance and possess a valid and current courier card to pick up distribution from the SCJS Distribution Center. Agencies are responsible for keeping their lists current.

(2) The SCJS will check all courier identification cards against published rosters to ensure access to the Distribution Center is controlled.

b. SCJS receives personal mail only for members of the Command Group. Any personal mail SCJS receives for members outside of the Command Group will be returned to the Post Office for proper distribution.

c. The G6/Information Management, Mail and Distribution Section, located in the rear of building 1416, is to be used for distribution among the staff sections, tenant organizations, subordinate organizations, and official mail (for example, J1 to J6, J1 to IMCOM-K, G3 to 19th ESC).

Appendix A References

Section I. Required Publications

AR 25-50 (Preparing and Managing Correspondence). Cited in paragraphs 4-1 and 4.4a.

CJCSI 1001.01A - Part 1, Organization and Functions Manual, Joint Manpower Program, Headquarters UNC/CFC. Cited in paragraph 3-2.

CFC Memo 672-1, Individual Awards and Decorations, 1 March 1995. Cited in paragraph 4-18.

Section II. Related Publications

AF Dir 37-135 (Air Force Address Directory).

USCOMMANDERPACINST 5216.7C (USCOMMANDERPAC Correspondence Manual).

USCOMMANDERPACINST Glossary of Acronyms, Abbreviations and Short Titles.

Section III. Prescribed Form

UNC CFC USFK Form 108 (Staff Summary Sheet)

**Glossary
Abbreviations**

7AF	Seventh Air Force
ACOFS	Assistant Chief of Staff
AO	Action Officer
CDR	Commander
CFC	Combined Forces Command
CIO	Chief Information Officer
CIOC	Combined Intelligence Operations Conference
CJCS	Chairman of the Joint Chiefs of Staff
CNFK	Commander, Naval Forces Korea
CP TANGO	Command Post Tactical Air Naval Ground Operations
CofS	Chief of Staff
CR-215	Conference Room 215, second floor building number 2310
CSM	Command Sergeant Major
DCDR	Deputy Commander
DCS	Deputy Chief of Staff
DEROS	Date Expected Return from Over Seas
DOB	Date of Birth
DV	Distinguished Visitor
EPR	Enlisted Performance Report (USAF)
EXSUM	Executive Summary
FITREP	Fitness Report (USMC/USN)
FO	Flag Officer
GO	General Officer
HQ	Headquarters
IPR	In Progress Review

JCS	Joint Chiefs of Staff
JUSMAG-K	Joint United States Military Affairs Group-Korea
KUB	Korea Update Brief
MARFOR-K	Marine Forces Korea
MND	Minister (Ministry) of National Defense
NCOER	Non-commissioned Officer Evaluation Report (USA)
NIPR	Non Secure Internet Protocol Router
OCIO	Office of the Chief Information Officer
OCR	Office of Coordinating Responsibility
OER	Officer Evaluation Report (USA)
OPR	Office of Primary Responsibility / Officer Performance Report (USAF)
OPT	Operational Planning Team
ROK	Republic of Korea
ROKA	Republic of Korea Army
ROKAF	Republic of Korea Air Force
ROKMC	Republic of Korea Marine Corps
ROKN	Republic of Korea Navy
SA	Special Assistant
SACO	Staff Action Control Officer
SCIF	Sensitive Compartmentalized Information Facility
SCJS	Secretary Combined Joint Staff
SGS	Secretary of the General Staff
SIPR	Secure Internet Protocol Router
SOCKOR	Special Operations Command Korea
SSO	Special Security Office
SSS	Staff Summary Sheet

SUSLAK	Special US Liaison Advisor, Korea
TDY	temporary duty
TSAK	Training Support Activity, Korea
TSF	TANGO Security Force
UNC	United Nations Command
UNCMAC	United Nations Command Military Armistice Commission
US	United States (of America)
USA	United States Army
USAF	United States Air Force
USFK	United States Forces Korea
USMC	United States Marine Corps
USN	United States Navy
XO	Executive Officer