



UNITED STATES FORCES KOREA INSTRUCTION

FKSJ

USFKI 5711.01

DISTRIBUTION: A, B

15 June 2022

CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES

Reference(s): See enclosure C

1. Purpose. This instruction prescribes United States Forces Korea (USFK) policies, procedures, and standard formats for preparing and processing correspondence.
2. Superseded/Canceled. UNC/CFC/USFK Regulation 25-50, 10 July 2016 is rescinded.
3. Applicability. This regulation applies to USFK Military Service Members, Federal Government civilian personnel who are assigned, attached or in temporary duty status and any non-government personnel contributing to; United Nations Command; United Nations Command Rear; Republic of Korea-United States Combined Forces Command; Joint United States Military Advisory Group-Korea; Air Force Forces Korea; Army Forces Korea; Special Operations Command-Korea; Naval Forces Korea; Marine Forces Korea; Special U.S. Liaison Activity Korea; and National Geospatial Agency Support Team-Korea.
4. Vision.
 - a. Provide - to the fullest extent possible - a standard means of preparing correspondence for combined and joint personnel.
 - b. Reduce Headquarters-unique policies, procedures, and formats by prescribing the use of U.S. Joint publications wherever possible.
5. Records Management. Records must be dispositioned in accordance with the CJCSM 5760.01A Volume II, Joint Staff and Combatant Commands Records Management Manual-Disposition Schedule.
6. Policy. This instruction assigns responsibilities and provides guidance for USFK staff on how to process correspondence and administrative procedures. This instruction implements and aligns with policy, procedures, and actions established by DoD Manual 5110.04 and Army Regulation 25-50. DoD directives will take precedence for all policy,

procedures, and inconsistencies unaddressed.

7. Definitions. See Glossary.

8. Responsibilities.

a. Secretary Joint Staff (SJS) establishes correspondence, administrative processing policies, and procedures for the Headquarters.

b. Headquarters Staff will follow procedures established in this instruction.

9. Summary of Changes. N/A.

10. Releasability. This instruction is approved for public release; distribution is unlimited. DoD components, other federal agencies, and the public may obtain copies of this instruction through the internet from the USFK home page

<https://www.usfk.mil/Resources/USFK-Publications/> or on NIPRNET at https://pacom.deps.mil/cmds/usfk/USFK_Publications/Pages/Home.aspx.

11. Effective Date. This instruction is effective upon receipt.



BRAD SULLIVAN
Major General, USAF
Chief of Staff

Enclosures:

A – Correspondence Management

B – Office Symbols

C – References

GL – Glossary

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ENCLOSURE A

CORRESPONDENCE MANAGEMENT

1. General

This chapter explains the purpose and describes the preparation of USFK-unique correspondence. (Refer to the [DoD Manual for Written Material Correspondence Management](#), (DoDM 5110.4, Volume 1, June 16, 2020) for basic guidance on correspondence management). In addition, refer to the [USFK PUBLICATION MANAGEMENT](#) for current templates and references.

2. Enterprise Task Management Solution Software (ETMS2)

a. Enterprise Task Management Solution Software (ETMS2) is the required platform for processing, tracking, and coordinating, administrative command staff actions in USFK. Guidelines and procedures for ETMS2 usage are set by SJS based on Deputy Chief of Staff (DCOS) - approved staffing procedures as set forth in the USFK ETMS2 Standard Operating Procedures (SOP).

b. J-Code and Special Staff under USFK will use assigned ETMS2 core licenses to route and manage tasks, awards, and approvals to the Command Group. The Executive Officer (XO) (unless otherwise coordinated through SJS) is designated as the task manager (TM) for their J-Code. Special Staff sections designate a TM by contacting SJS Admin and appointing a TM. However, ETMS2 licensed users are spread out across the command. Consequently, an Action Officer (AO) without an ETMS2 license must route ETMS2 taskers and requests through their respective XO or TM. Directorate XOs or TMs will set internal tasking procedures.

c. Refer to the USFK ETMS2 SOP for current procedures.
<https://pacom.deps.mil/cmds/usfk/sjs/References/ETMS2/1.%20USFK%20ETMS2%20SOP%20-%20ETMS2%20Business%20Rules%20-Jan%202022.pdf>.

3. Staff Summary Sheets (SSS)

a. Staff directorates will use the USFK Form 108-E or SSS Form for all correspondence routed to the Command Group for signature, approval, or information.

b. The SSS needs to state the purpose of the tasking, provide pertinent background information, and offer guidance regarding responses or recommendations. (Note that the ideal staff action package permits the reader to reach a conclusion by reviewing only the SSS.

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

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

c. Completing the SSS.

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

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

(3) Suspense date: Enter the Higher Headquarters, Command Group or other OPR suspense date in this section

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

(a) TAB 01X. Label correspondence for signature or approval as TAB 01X

(b) All subsequent documents for signature will be labeled as TAB 02X, 03X, etc.

(c) Manually staffed correspondence will be tabbed by placing TAB 01X at the lower portion of the page and ascend numerically.

(d) If multiple signatures are required, properly annotate the RECOMMENDATION section of the SSS. (Ex: COS, USFK signs the DA Form 638, block 20 at TAB 01X; and CDR, USFK signs the DA Form 638, block 21 at TAB 02X and the Award Certificate at TAB 03X).

(e) A Legal Review must be included for either the Chief of Staff or the the Commander's approval/signature.

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

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

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

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(8) SSS signatures verifying coordination with the appropriate directorate or special staff must be at the Director or Deputy Director level. (AO can be any rank but the SSS must be electronically signed by the Director or Deputy Director)

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

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

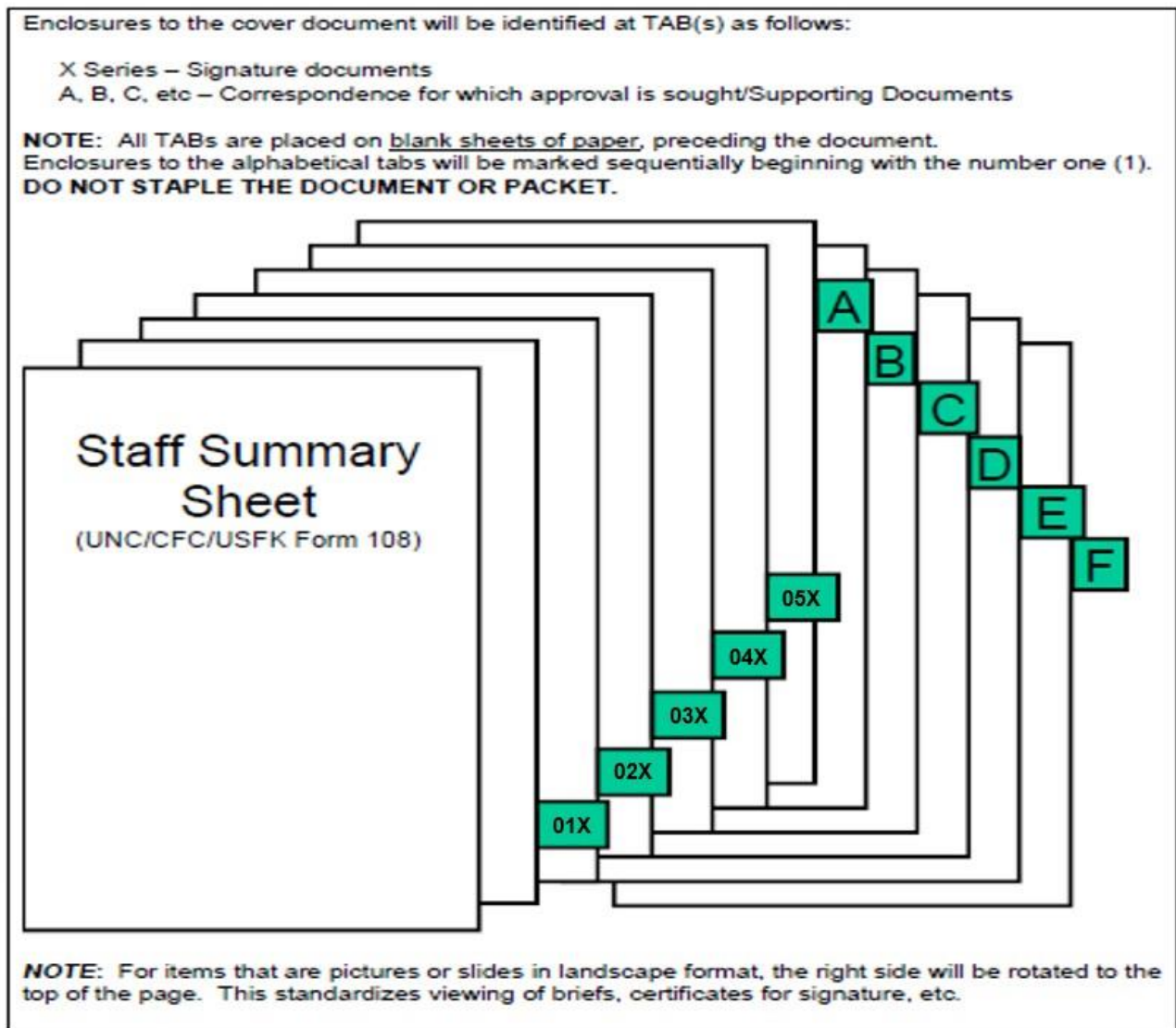


Figure 1-1. Assembly of Correspondence Packages

4. Correspondence for Senior Leadership Approval Process (SLAP)

a. Taskings requiring Senior Leadership Approval (COS or CDR signature) will be in final format, and routed by the AO/OPR through their directorate (2-Ltr), and to SJS Admin for staffing. Never bypass SJS Admin and send documents to the Command Group unless the Action Officer (AO), or Office of Primary Responsibility (OPR), receives prior approval from the SJS, or a Command Group XO. A Legal Review must be included for the CDR's approval/signature. Signed correspondence will be returned to the AO/OPR by the CDR's front office, or the Command Group XO. The AO/OPR is responsible for obtaining the final correspondence from the CDR's front office, or the Command Group. Route the correspondence with a USFK SSS.

b. The AO or the OPR will ensure:

(1) Correspondence submitted for SLAP will contain the office symbol of the releaser in the FROM element. Please see Enclosure B for the current USFK Standard Office Symbol List.

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

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

https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodm/511004m_v1.pdf?ver=2EacfqvUvWXtic277HqVJA%3d%3d

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

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

(2) Enter the recipient and courtesy copy recipients.

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

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

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

5. Editing Tips

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

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

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

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

6. Document Formatting - Font styles

a. All correspondence for Command Group signature will be prepared in Arial font, size 11-12 point.

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

7. Command Group Letterheads

a. Select the proper letterhead.

(<https://pacom.deps.mil/cmds/usfk/sjs/SitePages/Home.aspx?RootFolder=%2Fcmds%2Fusfk%2Fsjs%2FReferences%2FLetterheads&FolderCTID=0x012000C59F718CB079CD40A0F95B0370F30BB6&View=%7B1EF0C821%2D2D9B%2D4321%2DB6FF%2D1228760F7AB1%7D>). In offices using more than one kind of letterhead, the role in which the person signs, will dictate the letterhead. Address correspondence from the proper command perspective. The letterhead, and the accompanying SSS must match the office symbol of the originating agency. Do not use 'REPLY TO THE ATTENTION OF' for any letterhead.

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

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

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

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e. Office Symbols: Doctrinally, the office symbol identifies the agency, section or directorate that drafted the document, and not necessarily the signer. Please see Enclosure B for the current USFK Standard Office Symbol List.

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

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

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

g. Refer to the [USFK SJS SharePoint](#) for the USFK Standard Office Symbol List.

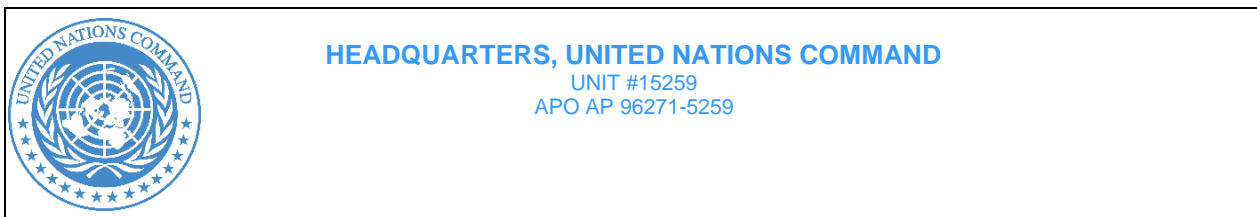


Figure 1-2. Headquarters, United Nations Command Letterhead

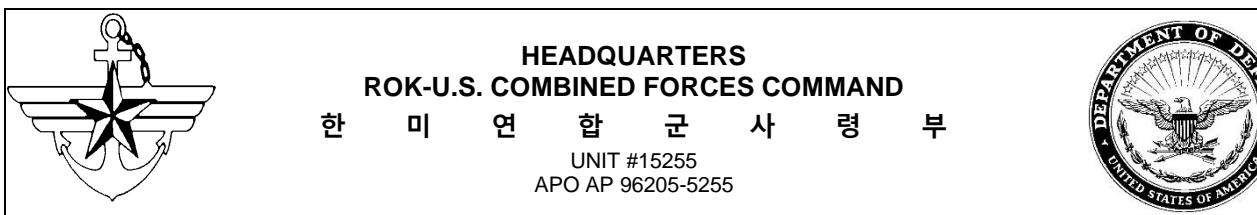


Figure 1-3. Headquarters, ROK-U.S. Combined Forces Command Letterhead

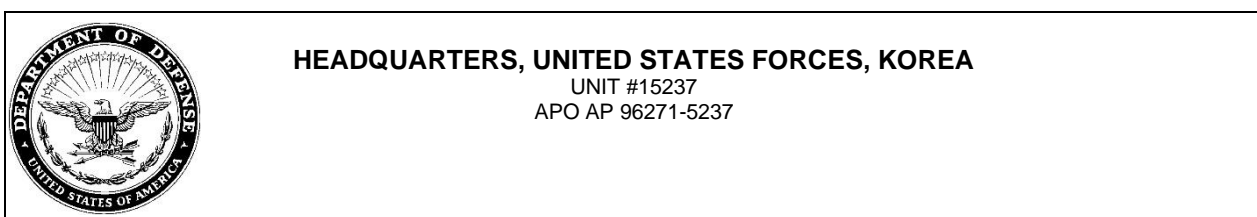


Figure 1-4. Headquarters, United States Forces Korea Letterhead

8. Command Group Signature Blocks

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

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

(1) Commander, UNC/CFC/USFK.

MILITARY

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

NON-MILITARY

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

(2) Deputy Commander (CFC/GCC).

MILITARY

For CFC:

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

NON-MILITARY

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

For GCC:

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

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

(3) Deputy Commander (UNC/USFK)

MILITARY

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

NON-MILITARY

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

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

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

For GCC:

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

NON-MILITARY

COS 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

(5) DCS (CFC); Senior Member (UNC); COS (GCC).**MILITARY**For UNC:

SR MBR 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:

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

NON-MILITARY

Sr Mbr 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

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

(6) U.S. Member UNCMAC.**MILITARY**For UNCMAC:

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

NON-MILITARY

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

9. Information Papers

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

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

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

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

10. Congressional Point Paper

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

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

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

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

11. Decision Paper

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

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

12. Congressional Question for Record

a. A Congressional Question for Record (QFR) provides a response to inquiries from Senators, Congressional Representatives, and their Staff. The Congressional

Liaison Office passes QFR to the Commander's Initiative Group (CIG) for coordinating the staff's response. The CIG provides the vetted QFR to Commander's staff.

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

13. PowerPoint Slides

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

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

14. COMMANDER SENDS

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

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

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

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

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

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

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

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

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

15. 3- and 4-Star Notes

a. The Commander, Deputy Commander, and COS, UNC/CFC/USFK, use 3-Star and 4-Star notes mainly as congratulatory notes.

- b. Contact the appropriate XO for strict guidance on how to prepare.

16. UNC/CFC/USFK Scroll of Appreciation Award

- a. Any member of the Command Group can nominate an individual or organization for a Scroll of Appreciation (SOA). However, when the CDR directs an SOA, the appointed OPR will submit a draft citation using the appropriate UNC/CFC/USFK Scroll of Appreciation Template. Refer to the [USFK SJS SharePoint](#) for the current templates.

- b. The nominating person will use the "Submit for Approval" function in ETMS2 and select the CDR Route for all SOAs.

17. White House Certificate (COA)

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

- b. Refer to the [USFK SJS SharePoint](#) for the current White House COA templates.

18. Routing Awards to the Command Group

- a. SJS Admin is the gatekeeper for all USFK awards routed to the Command Group. However, submit military or civilian awards or decorations for Command Group to the J14 (military awards) and J15 (civilian awards) branch for processing in ETMS2. Access specific guidance on how to submit an award by following the J14 and J15 appendixes located in ETMS2.

- b. Joint Awards. U.S. Service members and Federal Government civilian personnel permanently assigned to UNC/CFC/USFK and in a joint billet are eligible for joint awards. Local National (LN) civilians, contractor personnel, and foreign military, are not eligible for joint awards, but may be eligible for Service awards. Staff directors, may submit as an exception to policy with CDR approval for U.S. Service members assigned to UNC/CFC/USFK, but not in a valid joint billet.

- c. Refer to the [USFK SJS SharePoint](#) for current templates and references.

19. Dual Language Procedures

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

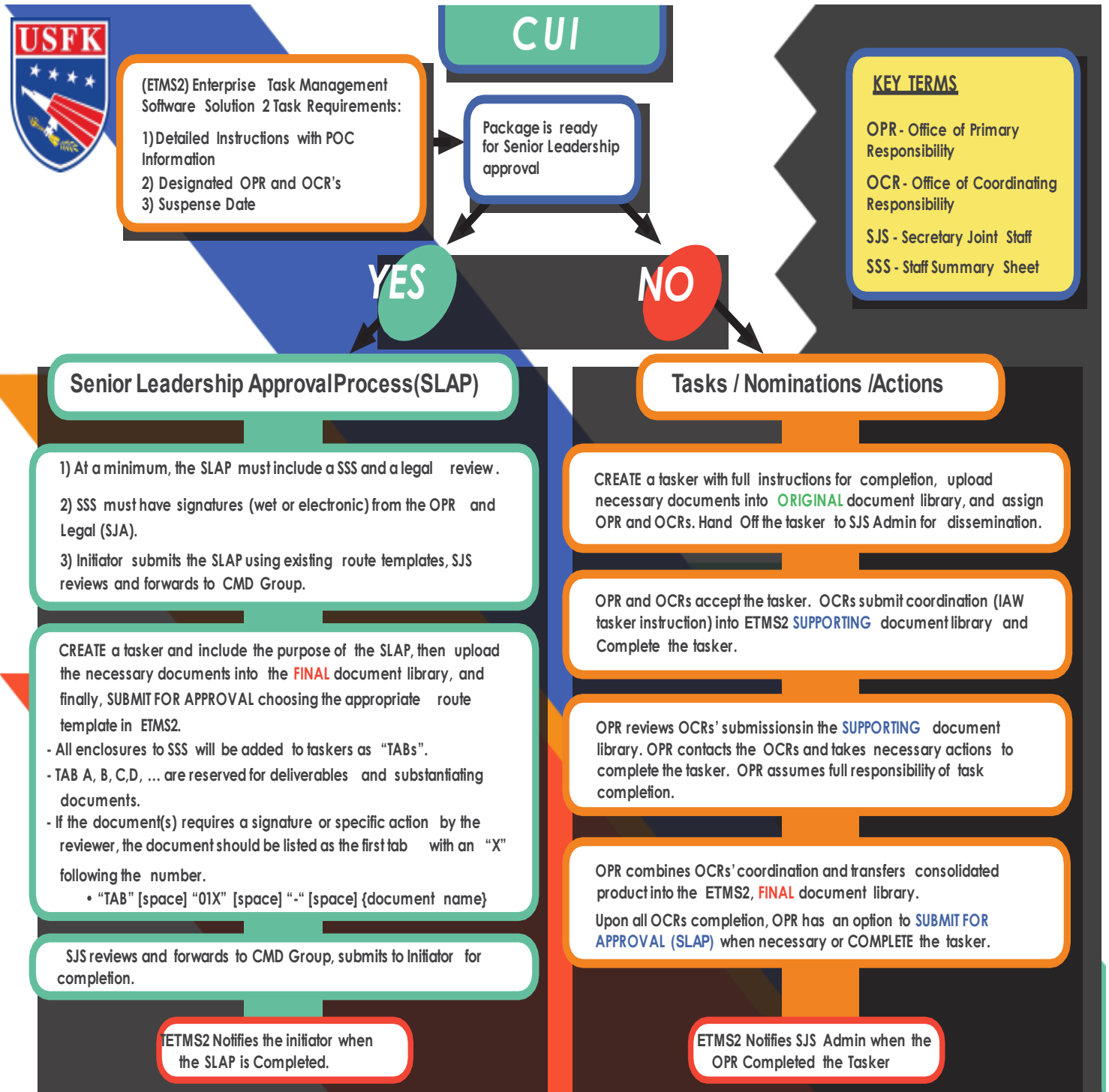
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- a. Prepare and use Hangul and English on permanent documents, publications, plans, and orders in a paragraph-by-paragraph format.
- b. Short correspondence, such as a SSS or staff actions routed to the CFC Command Group, use a sequential format (e.g., alternate lines/paragraphs of English with Hangul directly beneath).
- c. Prepare messages in separate, identical Hangul, and English versions. Originating office will complete translations prior to submission to SJS. C1 provides translation services for actions beyond a staff section capability to internally translate.

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Appendix A to Enclosure A

USFK ETMS2 Task Management and SLAP Flow Chart



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ENCLOSURE B
USFK OFFICE SYMBOLS

<u>Title of Directorate/Division/Branch</u>	<u>OFFICE SYMBOL</u>
<u>Command Group</u>	
Commander	FKCC
Speechwriter	FKCC-SW
Special Assistant	FKCC-SA
Executive Officer	FKCC-XO
Command Sergeant Major	FKCC-CSM
USFK Washington DC LNO Office	FKCC-LNO
Commander's Initiatives Group	FKCC-CIG
Deputy Commander	FKDC
Status of Forces Agreement Office Secretariat	FKDC-SA
USFK Support Company	FKDC-USC
Chief of Staff	FKCS
Deputy Chief of Staff	FKCS-0
<u>J-Directorate</u>	
J1 Director	FKJ1
J1 Personnel Readiness Division	FKJ1-1
J1 Personnel Services Division	FKJ1-2
J1 Civilian HR	FKJ1-CHR
J2 Director	FKJ2
J2 Deputy Director	FKJ2-0
J2 Executive Officer	FKJ2-XO
J2 Intel Resources Program	FKJ2 IRP
J2 Security & Foreign Disclosure	FKJ2 FDO
J2 Administrative Officer	FKJ2-A
J2 CW Intelligence Operation Center	FKJ2-CWIOC
J2 USFK SSO	FKJ2-1
J2 Intelligence Operations Division	FKJ2-3
Intelligence Operation Branch	FKJ2-31
Force Modernization Branch	FKJ2-32
Intel System Integration	FKJ2-37

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J2 Intelligence, Surveillance, Reconnaissance Division	FKJ2-6
J2X	FKJ2-61
Joint Combined Intelligence Center	FKJ2-62
J2 STEP	FKJ2-5
Exercise Branch	FKJ2-51
Plans Branch	FKJ2-52
Targeting BDA Branch	FKJ2-53
Strategic Analysis Branch	FKJ2-54
J2- ASAW	FKJ2-2
Intelligence Fusion Center	FKJ2-21
Combined Intelligence Operations Center	FKJ2-22
Imagery Branch	FKJ2-23
Production & Dissemination	FKJ2-26
Strategic Analysis Branch	FKJ2-27
Indications and Warnings Branch	FKJ2-33
United States Watch	FKJ2-58
Combined Watch	FKJ2-59
J3 Director	FKJ3
J3 Deputy Director	FKJ3-0
J3 Executive Officer	FKJ3-XO
J3 Administrative Officer	FKJ3-A
J3 Joint Operations Coordination Element	FKJ3-JOCE
J3 Countering Weapons of Mass Destruction	FKJ3-CWMD
J3 Combined Joint Fire and Effects	FKJ3-CJFE
Fires Plans Branch	FKJ3-CJFE-FROPS
Targeting Branch	FKJ3-CJFE-TGT
J3 Current Operations Division	FKJ3-3
Current Operations Branch	FKJ3-31
Current Operations Joint Operations Center	FKJ3-32
Joint Operations Center Liaison Officer Branch	FKJ3-33
J3 Anti-Terrorism/Force Protection	FKJ3-4
ATFP Antiterrorism Branch	FKJ3-41
ATFP Critical Infrastructure Protection Branch	FKJ3-42
ATFP Antiterrorism Plans Branch	FKJ3-43
ATFP Operations & Assessments	FKJ3-44
J3 Future Operations Division	FKJ3-5
FUOPS Plans Branch	FKJ3-51
FUOPS Special Technical Operations Branch	FKJ3-52
FUOPS Operations Analysis Branch	FKJ3-53

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J3 Korean Battle Simulations Center	FKJ3-KBSC
KBSC Information Technology	FKJ3-KBSC-IT
J3 Training Readiness Exercise Division	FKJ3-7
TREX Training, Readiness, and Certification Branch	FKJ3-71
TREX Support Branch	FKJ3-73
J3 Theater Missile Defense Division	FKJ3-TMD
TMD Plans and Exercises Branch	FK3-TMD-PLEX
TMD Operations Branch	FKJ3-TMD-OPS
J3 Information Operations Division	FKJ3-9
IO Plans and Military Decisive Operations	FKJ3-91
IO Military Information Support Operations	FKJ3-92
IO Electronic Warfare	FKJ3-93
IO Computer Network Operations	FKJ3-94
IO Operations Security	FKJ3-95
J4 Director	FKJ4
J4 Deputy Director	FKJ4-0
J4 Executive Officer	FKJ4-XO
J4 Administrative Officer	FKJ4-A
J4 Logistics Operations Division	FKJ4-3
LOGOPS Current Operations Branch	FKJ4-31
Material Readiness Branch	FKJ4-32
J4 LOGOPS Petroleum Branch	FKJ4-SAPO
J4 Transportation Division	FKJ4-4
Transportation Plans & Operations Branch	FKJ4-41
Lines of Communication Data Branch	FKJ4-42
Combined Transportation Branch	FKJ4-43
J4 Plans and Exercise Division	FKJ4-5
Plans Branch	FKJ4-51
Exercises Branch	FKJ4-52
CLOC Materiel and Equipment Readiness Branch	FKJ4-53
CLOC MUNITIONS Branch	FKJ4-54
CLOC Transportation Branch	FKJ4-55
J4 Multinational Logistics Division	FKJ4-9
International Agreements Branch	FKJ4-91
J5 Director	FKJ5
J5 Deputy Director	FKJ5-0
J5 Assistant Deputy Director	FKJ5-00
J5 Executive Officer	FKJ5-XO
J5 Executive Support	FKJ5-EA

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J5 Strategic Communications Division	FKJ5-1
Engagements & Effects	FKJ5-11
Analysis Branch	FKJ5-12
J5 U.S. Policy Division	FKJ5-2
Security Affairs Branch	FKJ5-21
Alliance Management Branch	FKJ5-22
J5 U.S. Plans Division	FKJ5-3
Plans Branch	FKJ5-31
Strategic Deployment Branch	FKJ5-32
Policy Analysis Branch	FKJ5-33
J5 Strategic Assess Division	FKJ5-4
Korea Analytics & Strategic Shaping	FKJ5-41
Regional Analytics & Strategic Design	FKJ5-42
J5 Alliance Strategic Policy Division	FKJ5-5
Policy Coordination Branch	FKJ5-51
Policy Operations Branch	FKJ5-52
J5 Alliance Strategy Plans & Program Coordination Division	FKJ5-6
Force Plans Branch	FKJ5-61
Deliberate Plans Branch	FKJ5-62
J6 Director	FKJ6
J6 Deputy Director	FKJ6-0
J6 Executive Officer	FKJ6-XO
J6 Administrative Officer	FKJ6-A
J6 Plans and Operations Division	FKJ6-3
Spectrum Management	FKJ6-31
Information Assurance	FKJ6-32
Network Operations	FKJ6-33
Allied & Joint COMSEC	FKJ6-34
Communications Planning	FKJ6-35
J6 Architecture / Engineering and Governance Division	FKJ6-5
Architecture & Engineering	FKJ6-51
JIE Governance and Interoperability	FKJ6-52
J6 Resources	FKJ6-8
J8 Director	FKJ8
J8 Deputy Director	FKJ8-0
J8 Administrative Officer	FKJ8-A
J8 Planning Program and Capabilities Division	FKJ8-2
Force Structure Branch	FKJ8-21
Programming Branch	FKJ8-22
Capabilities Branch	FKJ8-23

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J8 Comptroller
 Budget Execution Branch
 Accounting and Management Branch

FKJ8-4
 FKJ8-41
 FKJ8-42

Special Staff

Secretary Joint Staff
 Deputy Secretary Joint Staff
 Administration Branch
 Operations Branch
 SJS Staff Action Control Officer
 Protocol Office
 Command Historian
 Knowledge Management
 Records Management

FKSJ
 FKSJ-0
 FKSJ-A
 FKSJ-OPS
 FKSJ-SACO
 FKSJ-P
 FKSJ-HO
 FKSJ-KM
 FKSJ-RM

Judge Advocate
 JA Special Advisor
 JA Administrative Section
 JA Administrative Law
 JA International Law
 JA Operational Law
 JA Multinational Legal Affairs

FKJA
 FKJA-SA
 FKJA-A
 FKJA-AL
 FKJA-IL
 FKJA-OL
 FKJA-MLA

Provost Marshall
 Deputy Provost Marshall
 PM Chief of Operations
 PM Chief of Customs
 PM Law Enforcement
 PM Resource Manager
 PM Physical Security Sergeant
 AT/PF/CIP

FKPM
 FKPM-0
 FKPM-OPS
 FKPM-C
 FKPM-LE
 FKPM-RM
 FKPM-S
 FKPM-AFC

Transformation & Restationing
 Inspector General
 Religious Affairs (Command Chaplain)
 Joint Cyberspace Center Director
 HQ Commandant
 USFK Diversity and Inclusion
 Surgeon General

FKTR
 FKIG
 FKCH
 FKJC
 FKHQ-CMDT
 FKHQ-DI
 FKSG

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Public Affairs Director
PA Deputy Director
PA Media Relations
PA Plans & Policy
PA Community Relations

FKPA
FKPA-0
FKPA-MR
FKPA-PP
FKPA-CR

Engineers

Plans and Operations Branch
Theater Master Plans Branch
Construction Branch
Real Estate / SOFA Branch
Environmental Branch

FKEN
FKEN-PO
FKEN-TM
FKEN-CP
FKEN-RS
FKEN-ENV

ENCLOSURE C
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- b. DoD Manual 5110.04, Volume I, Manual for Written Material, Correspondence Management, 16 June 2020, and Volume II, Manual for Written Material, Examples and Reference Material, 9 July 2020.
- c. CJCSI 5701.01C, Policy for the Development of CJCS, Joint Staff, and J-Directorate Directive, 1 October 2011.
- d. CJCSI 5714.01D, Policy for the Release of Joint Information, 18 April 2012.
- e. USFK SJS SOP, ETMS2 (TMT), Business Rules and Instructions for Processing Taskers, Version 4.7, 1 February 2022.
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- g. USFK KM SOP
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GLOSSARY

Abbreviation

ADCS	Assistant Deputy Chief of Staff
AO	Action Officer
AR	Army Regulation
AFFOR-K (7AF)	Air Forces Korea
BLUF	Bottom Line Up Front
CDR	Commander
CFC	Combined Forces Command
CIG	Commander' Initiative Group
COA	Course of Action
COS	Chief of Staff
CSM	Command Sergeant Major
DCDR	Deputy Commander
DCS	Deputy Chief of Staff
DoD	Department of Defense
DP	Decision Paper
HQ	Headquarters
JUSMAG-K	Joint United States Military Affairs Group-Korea
LNO	Liaison Officer
MARFOR-K	Marine Forces Korea
NGIA	National Geospatial Intelligence Agency
OPR	Office of Primary Responsibility
OPT	Operational Planning Team
PAO	Public Affairs Office
QFR	Question to Record
ROK	Republic of Korea
DACO	Staff Action Control Officer

SJS	Secretary Joint Staff
SJA	Staff Judge Advocate
SOA	Scroll of Appreciation
SOP	Standard Operating Procedures
SOCKOR	Special Operations Command-Korea
SSS	Staff Summary Sheet
SUSLAK	Special U.S. Liaison Activity Korea
TM	Task Manager
ETMS2	Enterprise Task Management Solution Software
UNC	United Nations Command
UNC-R	United Nations Command-Rear
USFK	United States Forces Korea
XO	Executive Officer