# Command and Staff Action



# MAGTF Staff Training Program (MSTP)

# U.S. Marine Corps
June 2015

MSTP Pamphlet 6-0.1

# Command and Staff Action

This pamphlet supports the academic curricula of the Marine Air-Ground
Task Force (MAGTF) Staff Training Program (MSTP).

# U.S. Marine Corps
June 2015

UNITED STATES MARINE CORPS
MSTP Center (C 467)
2042 South Street
Quantico, Virginia 22134-5001

25 June 2015

## FOREWORD

1. PURPOSE: *Command and Staff Action* was written to assist all commanders, staff officers, Marines, and Sailors who support battalion/squadron or higher echelons of command and participate in command and staff actions.

2. SCOPE: This pamphlet may serve as a supplement to MCWP 3-40.1, *MAGTF Command and Control*, which was last updated in September 2005. It should be used in conjunction with publications such as MCWP 3-40.8, *Componency*; MCWP 5-1, *The Marine Corps Planning Process*; and MCDP 1-0, *Marine Corps Operations*. See also MSTP Pamphlets 3-0.2, MAGTF *Senior Watch Officer's Guide*; 5-0.2 *Operational Planning Team Leader's Guide*; 5-0.4, *MAGTF Officer's Guide*; and 6-9, *Assessment*. All of these provide greater specificity on topics which, while highly relevant to command and staff actions, can only be touched upon here.

3. SUPERSESSION: None

4. CHANGES: Recommendations for improvements to this pamphlet are encouraged from commands as well as from individuals. The attached User Suggestion Form can be reproduced and forwarded to:

> Commanding General
> Training and Education Command
> MSTP Center (C 467)
> 2042 South Street
> Quantico, Virginia 22134-5001

Recommendations may also be submitted electronically to:
mstp_opso@usmc.mil

5. CERTIFICATION.  Reviewed and approved this date.


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Throughout this pamphlet, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either sex.

# USER SUGGESTION FORM

From:

To:     Director, MSTP Center (C467), 2042 South Street, Quantico, Virginia 22134-5001

1. In accordance with the Foreword, individuals are encouraged to submit suggestions concerning this pamphlet directly to the above addressee

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2. Proposed Text: (Verbatim, double-spaced; continue on additional pages as necessary.

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# Command and Staff Organization

## 1001. Introduction

Ever since armies became too large to be easily controlled by one man, the art of command and control has been a key component of military effectiveness. Ideally, superior command and control can give a military force the critical advantage of being able to respond to change more rapidly and with greater situational awareness than its opponent.

The unit commander is the core of any military command and control system. The commander's job is to lead, make critical and timely decisions, and ensure those decisions are fully implemented. The Marine Corps does not expect commanders at any but the very lowest echelons to do this job without assistance. As an organization increases in size and complexity the challenges involved in commanding it tend to increase as well. Therefore, to assist a commander at the battalion/squadron echelon or higher the Marine Corps provides a staff.

The role of the staff is to inform and focus the commander and reduce the commander's tasking to a manageable level. The staff supports the decision making process by gathering and processing information into usable form. Once the commander makes decisions, the staff promulgates them in the form of plans or orders. The staff also handles the commander's routine and administrative responsibilities, leaving the commander free to focus on making decisions.

## 1002. The Commander

From the moment of appointment until the moment of relief, a commander has authority over and responsibility for his command. At the commander's discretion, he may delegate all or portions of this authority to subordinates. The commander may not, however, delegate responsibility. Throughout his period of command, the commander remains accountable for all that his command does or fails to do. He is responsible for executing orders from higher authority and for keeping that authority informed when he finds it necessary to deviate from those orders. Within the scope of his authority, the commander is also responsible for

taking all necessary and reasonable measures for the security, safety, and material readiness of the command.

When the commander is a general officer he normally has a deputy or assistant commander assigned to him. This deputy or assistant commander serves as the commander's primary advisor and second in command. He often acts on the commander's behalf where the commander cannot be present due to distance or scheduling conflicts. The commander determines the specific duties and responsibilities of the deputy or assistant commander.

## 1003. The Staff

The staff of a unit consists of officer and enlisted personnel who assist and advise the commander. Each commander may employ the staff differently, based on his own and his subordinates' individual aptitudes and temperaments. A major function of the staff is execution planning. This requires a deep involvement in the process of translating the commander's concept into a directive. This is largely an analytical process that can be formalized to a certain extent. A commander also uses the staff to support decision making by having them analyze specific issues or problems so that they may give advice on the feasibility and implications of possible responses. The staff also uses its analytical skills to identify possible courses of action whereby the commander may accomplish his mission. This involves not only making recommendations regarding the feasibility or supportability of each course of action, but also identifying its potential problems, decision points and contingencies.

Functions common to all staff officers include providing information and advice, making estimates, making recommendations, preparing plans and orders, advising other staffs and subordinate commands of the commander's plans and policies, and supervising the execution of plans and orders. These functions are collectively referred to as "staff action." The commander and the staff should be considered as a single entity. However, no individual staff officer has any command authority over any subordinate element of the command.

## 1004. Staff Organization

Marine Corps staffs vary greatly in size and composition. A commander has broad authority to organize the staff as he requires. Factors influencing the staff's organization will include mission requirements, the operational environment, capabilities of subordinates, and the commander's own preferences. Broadly speaking, the commander will group his staff members into a personal staff, a principal staff, and a special staff. The personal staff is normally composed of aides-de-camp, the sergeant major, and personal secretaries. It is directly responsible to the commanding general. The principal and special staffs are directed, coordinated, and supervised by either a chief of staff (COS) when the commander is a general officer or an executive officer

(XO) when he is not. When the commander is a general officer, the principal staff is typically referred to as the general staff (See Figure 1-1).



Figure 1-1: Staff Structure

## a.  Personal Staff

Personal staff members work directly for the commander. At the major subordinate command (general officer) level the personal staff consists of aides de camp, sergeant major, command master chief, personal secretaries, and drivers. Under a major subordinate element (i.e. one whose commander is a field grade officer), the sergeant major is the only personal staff member. The commander prescribes the sergeant major's duties but these will normally be those described in paragraph 1006a, below.

## b.  Principal Staff

The commander's principal staff consists of a COS or XO who directs officers who are each responsible to the commander for a broad functional area. Within a given area the principal staff officer in charge helps the commander coordinate and supervise planning, operations, and other activities. Each principal staff officer will normally lead a section of subordinate officers, clerks, technicians, etc. who serve as his assistants.

**Staff Cognizance** is a term often used in directives and discussion to clarify the primary responsibilities of specific principal staff officers and their sections.  In the context of the relationship between principal and special staff, "cognizance"

refers to a principal staff officer's broad coordinating responsibilities over special staff sections that fall within his area of primary interest. These responsibilities are intended to facilitate coordination within related areas of staff functioning and to ensure the systematic channeling of information and documents. However, the fact that a principal staff officer has cognizance over some or all the activities of a special staff officer does not prohibit the special staff officer from having either direct access to the COS or the XO or direct liaison with other staff sections.

At the MSC level, general staff officers exercise authority as assistant chiefs of staff (ACOS) for their respective functional areas. These normally include ACOS, G-1, personnel and administration; ACOS, G-2, intelligence; ACOS, G-3, operations; ACOS, G-4, logistics; ACOS, G-5, planning; and ACOS, G-6, communications and information systems. The commander, assisted by the COS, determines the number, type, and function of the general staff sections. If desired, they may organize additional general staff sections in response to staff or mission requirements. Possible additional general staff sections may include civil-military operations, resource management, host nation training, and engineering. Specifics on the organization, functions, and responsibilities of a given command's general staff are normally set forth in that command's published orders, directives, terms of reference, and standing operating procedures (SOP).

At the major subordinate element (field grade) level the principal staff officers are the S-1 (personnel and administration); S-2 (intelligence); S-3 (operations); S-4 (logistics); and S-6 (communications). The principal staff of an aviation unit (at the air group or squadron level) also includes an aircraft maintenance officer and a director of safety and standardization (DOSS). Based on mission requirements, the commander's desires and the nature of the operational environment, a commander may create additional principal staff officers and sections.

## c. Special Staff

The special staff consists of officers who advise and assist the commander and other staff members in a particular specialty, such as fiscal, legal and public affairs matters. Sometimes a subordinate unit commander may be dual-hatted as a special staff officer. Examples include an artillery regimental commander serving as fire support coordinator (FSC) on a division staff or a Marine Wing Support Squadron (MWSS) commander serving as aviation ground support officer in a Marine Air Group (MAG) staff.

The number of special staff officers and their duties vary according to the level and type of command. When organizing his special staff the commander may eliminate or combine existing sections, create new sections, or change section responsibilities. The commander normally assigns responsibilities to specific staff officers for each special staff function. Although the activities of a particular

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special staff section may not be integral to those of any particular principal staff section, there are usually areas of common interest and enduring relationships. Some special staff officers routinely coordinate with more than one principal staff officer. For example, although provost marshal (PM) functions are operationally aligned under the COS, the PM office must also coordinate with the G-1, G-3, and G-4 for functions falling within their respective areas of interest.

## d. Command and Staff Channels

Command and staff action occurs, horizontally and vertically through either the command channel or the staff channel.

**Command Channel** is the term used to describe the chain of command that descends directly from the commander to subordinate commanders. Through this channel, a subordinate commander always has direct access to his immediate superior. While staff officers, at times, communicate directly with commanders at subordinate echelons, there are no circumstances that warrant the interposition of a staff officer should a subordinate commander desire to contact the superior directly and personally. A direct, personal relationship between commanders is essential to effective command. Higher commanders should encourage such relationships among subordinate commanders. The command channel is the direct official link between higher and subordinate commands.

**Staff Channel** refers to the channel through which the commander issues instructions to the staff and through which staff officers respond with information and recommendations. The commander normally issues orders and instruction to the staff via the COS or XO. The COS/XO normally serves as the channel through which staff officers submit advice and recommendations to the commander. This enables the COS/XO, to ensure proper coordination throughout the staff and the integration of all related information. If the commander chooses to deal directly with a staff officer, both the staff officer and the commander should keep the COS/XO informed so that he can maintain situation awareness of all staff activity.

**Inter-staff Relationships**: All staff activity should be completely coordinated. This coordination should include not only the command itself but all higher, adjacent, supporting, supported, and subordinate commands. Recognizing there is only one official channel of authority between commands, commanders will usually encourage staff officers to establish direct and informal inter-staff contact in order to achieve coordination. While accomplishing this external coordination with their counterparts in other units, staff officers should respect the command authority and prerogatives of the commanders concerned. External staff coordination in no way supplants the normal chain of command. When appropriate, matters that have been coordinated between unit staffs should be formalized by official correspondence through the chain of command.

**Staff Cooperation**: In certain areas, the nature of staff functioning is such that a clear delineation of staff responsibility cannot be accomplished. In such cases, two or more staff officers may have overlapping interests/responsibilities in an important activity. Such situations necessitate the highest degree of coordination and cooperation among all staff members. Whenever possible, one staff officer should have the staff lead to ensure proper coordination of the matter.

# 1005. Staff Responsibilities

Collectively, through the COS/XO, staff officers are accountable for the commander's entire range of responsibilities. They acquire, analyze, and synthesize information to provide timely and accurate recommendations to the commander. Staff officers will often request and receive information and recommendations from staff sections that are not under their cognizance.

All staff officers perform the following duties:

- Process, analyze, synthesize, and disseminate information
- Advise the commander with respect to their functional areas of interest.
- Prepare, update, and maintain staff estimates.
- Prepare plans and orders and monitor execution of decisions.
- Conduct internal, vertical, and horizontal staff coordination.
- Train and supervise staff sections.
- Exercise staff cognizance over assigned areas.

# 1006. Personal Staff Officers

As already noted in paragraph 1006a a commander's personal assistants (aides de camp, sergeant major, secretaries, drivers, etc.) constitute his personal staff. The personal staff is directly responsible to him.

## a. Sergeant Major

The sergeant major performs duties related to the discipline, welfare, conduct, morale, and leadership of enlisted personnel. Below the general officer level he is the only member of the commander's personal staff. Responsibilities include:

- Advise the commander and staff about enlisted personnel, including appraisals of the morale and discipline of the unit.
- Recommend and implement policies and standards on enlisted personnel performance, training, personal appearance, and conduct.
- Maintain communications with staff non-commissioned officers (SNCO) and other enlisted personnel in the command through SNCO channels.
- Provide guidance and counsel to SNCO(s) and other enlisted personnel.

- Participate in the reception and orientation of newly assigned enlisted personnel.

## b. Command Master Chief (CMC)

The CMC performs duties related to the discipline, welfare, conduct, morale, and leadership of Navy enlisted personnel. CMC responsibilities include:

- Advise the commander and staff about Navy enlisted personnel, including appraisals of the morale and discipline of the unit.
- Recommend and implement policies and standards on Navy enlisted personnel performance, training, personal appearance, and conduct.
- Maintain communications with chief petty officers (CPO) and other enlisted personnel in the command through CPO channels.
- Provide guidance and counsel to CPO(s) and other enlisted personnel.
- Participate in the reception and orientation of newly assigned Navy enlisted personnel.

## c. Aide de Camp

An aide is a personal assistant to a general officer.  Responsibilities include:

- Provide for the general officer's personal well-being and security.
- Help prepare and organize schedules, travel itineraries, and activities.
- Meet and host visitors.
- Act as an executive assistant.
- Supervise other personal staff members (secretaries, assistant aides, drivers, etc.).

## 1007. Principal Staff

This section describes the specific responsibilities of the chief of staff (or executive officer) and each principal staff officer with respect to the following functions:

- Administration and personnel.
- Intelligence.
- Operations.
- Logistics.
- Planning.
- Communication.

This section also identifies staff officers over whom the principal staff officers commonly have primary staff cognizance. However, the commander may alter the specific duties of any staff officer. The list of staff officer positions that follows is not all inclusive. Not every staff will have them all and the commander may create new ones in order to meet his own desires and particular mission requirements.

**Organization**: When the commander is a general officer (or his command is a major subordinate command of a MAGTF) his principal staff is called a general staff. A general staff consists of the chief of staff, staff secretary and six or more functional staff sections, each headed by an assistant chief of staff (ACOS). The common ACOSs are designated as G-1 (personnel and administration), G-2 (intelligence), G-3 (operations and training), G-4 (logistics), G-5 (planning), and G-6 (communications). Some staffs (mainly Army or Joint) may form a G-8 (finance) section and/or a G-9 (civil affairs) section. Marine Corps staffs do not normally have these sections. Instead, special staff officers (see Section 1008) assume their responsibilities. However, commanders may establish these (and other optional) sections at discretion and assign them responsibilities and staff cognizance, based on the needs of their mission and operating environment.

When the commander is a field grade officer (or his command is a major subordinate element of a MAGTF) his principal staff is called an executive staff. Unlike a general staff, the executive officer and not a chief of staff leads an executive staff. Also, staff sections in an executive staff are designated with the letter "S" rather than "G." Otherwise, an executive staff's S-1 (personnel and administration), S-2 (intelligence), S-3 (operations and training), S-4 (logistics), and S-6 (communications) sections (normally there is no S-5) have largely the same responsibilities as their general staff counterparts. As in general staffs, commanders with executive staffs may modify their staffs with extra sections, based on mission requirements.

Throughout the remainder of this manual, references to the general staff or general staff officers should be construed as being equally applicable to the executive staff or executive staff officers, unless otherwise indicated.

**General Duties**: General staff officers act as advisors, planners, supervisors, and coordinators within broad functional areas that, taken together, include all activities of the command. The COS is responsible to the commander for all activities of the general and special staffs. He is assisted by the staff secretary. The general duties of these staff officers include:

- Furnish the commander and other staff officers with information and recommendations pertaining to matters within their functional areas.
- Formulate plans, orders, and instructions necessary to implement the commander's policies and decisions.

- Exercise staff supervision to ensure compliance with the commander's orders and instructions.
- Formulate plans, orders, and instructions for information systems supporting their respective functional areas
- Prepare reports and maintain records covering the activities of the command.
- Coordinate all matters within their respective functional areas with all interested staff sections, and with the staffs of other interested commands.

**Coordinating Responsibilities**:  To facilitate coordination between related areas of staff functioning and to ensure the systematic channeling of information and documents, staff officers may be assigned broad coordinating responsibilities within the areas of primary interest to the staff officer.  This should not preclude direct access of special staff officers to the COS/XO or direct liaison with other staff sections in matters of primary interest to those sections.

**Specific Duties**:  The specific duties of the each general staff officer are described in the remaining paragraphs of this section.

## a.  Chief of Staff (COS)

The COS is responsible for directing, coordinating, supervising, and training the staff.  The COS relieves the commander of routine managerial duties.  The COS is the primary conduit for the exchange of critical information between the staff and the commander. While the COS oversees principal and special staff officers, he does not normally oversee the commander's personal staff.

It is critical that the COS shares a common vision of the goals of the organization with the commander. The COS must fully understand the commander's intent in all situations and help focus the staff.  The COS must understand the commander's personality and style as these characteristics influence planning and execution.

The COS is responsible for monitoring the commander's schedule to optimize the commander's time. The COS will establish the operational cycle, or battle rhythm, of the organization and orchestrate briefings and meetings for the commander. Staff members should inform the COS of any recommendations they pass directly to the commander or instructions they receive directly from the commander. An executive staff is not authorized a COS. Instead, the executive officer (XO) provides staff supervision. Specific COS (XO) responsibilities include:

- Keep the commander informed of current and developing situations.
- Receive the commander's decisions and ensure the staff takes appropriate actions to implement those decisions.
- Direct, prioritize, and manage staff tasking.

- Monitor the currency, accuracy, and status of commander's critical information requirements (CCIR) and commander's significant notification events (CSNE).

- Direct and supervise the planning, execution, and assessment processes.

- Monitor the development of plans, orders, and instructions.

- Obtain the commander's approval of plans, orders, and instructions and then promulgate them.

- Monitor, with the assistance of the staff, the execution of plans, orders, and instructions.

- Determine liaison exchange requirements and receive liaison teams.

- Monitor staff discipline, morale, and combat readiness.

- Organize, plan, and supervise staff training.

- Ensure proper coordination of staff activities internally, vertically (with higher headquarters and subordinate commands), and horizontally (with adjacent commands).

- Represent the commander when authorized.

## b. Staff Secretary

The staff secretary occupies a somewhat anomalous position in that he is neither a principal nor a special staff officer. Instead, he serves as an administrative assistant to the COS and works very closely with the officers of both the general and special staffs. He exists only in a general staff. His responsibilities include:

- Maintain the temporary office of record for the commander, deputy or assistant commanders, and COS. The adjutant maintains the permanent office of record for the unit.

- Ensure information, including organizational electronic-mail (e-mail), routed to the COS has been seen and acted upon, as necessary, by all interested staff sections.

- Direct and supervise the administrative functioning of the offices of the commander, deputy or assistant commanders, and COS.

- Receive personnel visiting the command to confer with the commander, deputy or assistant commanders, and COS.

- Plan and supervise conferences chaired by the commander, deputy or assistant commanders, or COS.

- Monitor planning and execution of all official events and ceremonies involving the commander, deputy or assistant commanders, and COS.

- Act as the informal point of contact for liaison officers.

- Coordinate and route documents requiring administrative, format, content or substantive corrections, or modifications to appropriate staff sections for appropriate action.

## c. Assistant Chief of Staff (ACOS), G-1

The G-1 is the principal staff officer for administration throughout the command. His responsibilities include all four functions of Marine Corps administration (general, operational, manpower, and personnel) for active and reserve components and civilian employees.

**General Administration:** includes (1) the control and circulation of documents and (2) the maintenance of good order, discipline and morale throughout the command. General administration responsibilities include:

- Manage command files and directives.

- Manage casualty assistance procedures.

- Manage awards program.

- Share responsibility for temporary duty travel orders process.

- Supervise postal operations

- When a family readiness officer is not assigned as a special staff member, oversee and coordinate the personnel functions of command Marine Corps Community Services (MCCS) and the personal/family readiness program.

**Operational Administration:** is the satisfaction of the command's short term (temporary or immediate) personnel allocation and/or administrative requirements. This includes the direct support of active military operations. Its responsibilities include:

- Conduct crisis and deliberate planning for personnel matters, to include staff cognizance of Annex E (Personnel).

- Prepare manning documents for headquarters staffs and for ad hoc organizations in support of operational commitments.

- Manage individual augmentation to external commands, conduct individual rotation planning, and advise on unit rotation policies.

- Conduct unit personnel strength reporting.

- Manage casualty reporting and conduct casualty estimates in order to anticipate combat replacement requirements.

- Coordinate personnel reception center operations.

- Process and report evacuees during noncombatant evacuation operations (NEO).
- Plan and coordinate the handling of enemy prisoners of war and detainees.
- Plan, coordinate, and supervise measures pertaining to the collection, identification, and evacuation of the deceased and the disposition of personal effects.

**Manpower Administration:** is the allocation of personnel to meet (long term) command requirements. Its main (but not exclusive) focus is on allocating permanently assigned personnel. Its responsibilities include:

- Manage personnel assignments, manning levels, and staffing and develop sourcing solutions for permanent manpower requirements.
- Advise on the implications of manpower requirements, to include reorganization or new initiatives.
- Coordinate command sponsorship program.
- Coordinate and manage career retention requirements and integrate planning efforts to meet long-term manpower goals.
- Coordinate with specialists and subject matter experts (SMEs) to ensure alignment with occupational/job-based goals and availability, while balancing overall organization wide priorities.
- Perform personnel readiness analysis and reporting.

**Personnel Administration:** involves the maintenance of the administrative record and master pay records belonging to individuals. In most cases this is done in concert with the supporting installation personnel administration center (IPAC). Personnel administration responsibilities include:

- Maintain electronic personnel and pay records.
- Initiate and terminate deployment specific pay entitlements.
- Supervise personnel record maintenance.
- Manage identification cards.

**Officers under Staff Cognizance of the G-1 Officer:**

- **Adjutant:** oversees general administration functions. These include:
  - Process naval correspondence.
  - Coordinate casualty assistance procedures, including casualty assistance calls officer response, next of kin notification status, and personnel casualty report oversight.
  - Maintain command official files.
  - Manage awards program.

- o Supervise postal affairs.
- o SME for the performance evaluation system.

On executive staffs, the adjutant is responsible for office management, personnel, and general administration. Responsibilities typically include:

- o Legal officer
- o Classified materials control center officer.
- o Supervise procurement, classification, assignment, transfer, and replacement of unit personnel.
- o Route and monitor official command messages and information.
- o Maintain reports control system.
- o Draft, review, and staff standard operating procedures, command policies, awards, directives and request masts.
- o Arrange boards, meetings and conferences.
- o Maintain office of record for the headquarters.
- o Prepare and promulgate duty rosters.
- o Protocol functions related to changes of command, parades, unit functions, promotions and retirements.

- **Manpower Officer:** plans, tracks, monitors, coordinates, and distributes personnel within the command. The manpower officer has a specific focus on active duty military manpower (with emphasis on permanent duty assignments), but coordinates for a complete staffing picture of all manpower resources. The manpower officer's responsibilities include:

  - o Manage internal assignments of officers and enlisted personnel within the command.
  - o Monitor critical specialties and oversee the most efficient and effective assignment of limited manpower resources.
  - o Coordinate with other offices such as civilian manpower, reserve liaison office, Navy manpower, and contracting (who establishes contractor support) to develop comprehensive and integrated solutions to manpower requirements.
  - o Coordinate with the senior SME of an occupational specialty to receive advice on transfers and assignments.
  - o Compile, analyze, and submit personnel statistical data for the command's readiness reports.
  - o Manage all tables of organization and equipment change requests (TOECRs) affecting manpower for the command and subordinate

units. Coordinate with other stake holders when a TOECR impacts a table of equipment. Coordinate with G-3 when a TOECR impacts a unit's capability.

- o Coordinate fleet assistance program assignments.

- **G-1 Operations Officer (OpsO):** responsible for personnel assignments to individual operational requirements of a temporary nature, generated internally or externally to the command. The G-1 OpsO also oversees those administrative requirements that are directly linked to operational requirements, and is the lead for direct personnel planning support to operations. Other responsibilities include:
  - o Conduct crisis and deliberate planning, to include the coordination and development of Annex E (Personnel).
  - o Conduct planning for individual operational requirements and manning documents, and coordinate their validity with the G-3.
  - o Manage sourcing process for individual augmentation requirements.
  - o Develop individual rotation plans, and advise G-3 on unit rotation plans.
  - o Conduct periodic unit personnel strength reporting.
  - o Oversee casualty reporting and coordinate with medical staff to ensure patient tracking and accountability.
  - o Conduct casualty estimates and manage the combat replacement process.
  - o Coordinate personnel reception center plans and operations with camp commandant and G-4, as required.
  - o Plan personnel support for NEO.

- **Civilian Manpower Officer:** serves as the SME for Department of Defense civilian workforce management and may act as the conduit between the command and the civilian human resource office/human resource office (CHRO/HRO). This officer's responsibilities include:
  - o In coordination with CHRO/HRO, formulate command civilian manpower policy for time keeping, work schedules, equal employment opportunity, compensation, training, performance appraisals and awards, promotions, and disciplinary actions.
  - o In coordination with CHRO/HRO, provide sourcing solutions to the command's civilian manpower requirements.
  - o In coordination with the comptroller, formulate civilian labor budget and monitor execution rates.
  - o Facilitate initial processing of new hires and oversee the command sponsorship program for civilian personnel overseas.

- **Reserve Liaison Officer (RLO):** facilitates support from individual reservists. RLO responsibilities include:
  - Prepare, coordinate, manage, and account for reserve active duty and inactive duty training periods (to include annual training and reserve counterpart training), the command active duty operational support (ADOS) budget, and sourcing solutions to fulfill emergent and pre-planned requirements.
  - Manage the command's ADOS and individual mobilization augmentee (IMA) programs.
  - Provide general and personnel administration for assigned reserve Marines.

- **Navy Administration and Manpower Officer:** is the command SME for Navy personnel administration and is typically assigned to the G-1. This officer's responsibilities include:
  - Manage Navy personnel staffing and slating, in coordination with Navy Planning System, the G-1 manpower officer, and the G-1 operations officer.
  - Serve as the Navy personnel counselor and career counselor for the command.
  - Coordinate the Navy Sponsorship Program.
  - Maintain Navy specific systems for the accountably of Navy personnel and their family members.
  - Advise and coordinate Navy Reserve mobilization support, and identify opportunities to leverage and integrate the Naval Reserve.

- **Career Planner:** administers the command's career planning program and is the primary adviser on enlisted retention matters. Other responsibilities include:
  - Advise the command on retention matters in order to preserve experience and combat power.
  - Identify, screen, interview, and process Marines for reenlistment, extension, lateral move, special duty assignment, early release, and transition to the Reserve Component.
  - Manage unit first term alignment plan and subsequent term alignment plan missions.
  - Assist Marines in career matters to include improving their performance and competitiveness for promotion and retention, reassignment opportunities, and transition support programs.

- **Marine Corps Community Services (MCCS) Officer:** provides for the physical, cultural, Service, and social needs of assigned personnel and their families. The MCCS officer serves as the command's SME on programs provided by MCCS. MCCS officer responsibilities include:
  - o Supporting family readiness efforts for the Marine Corps operating forces and their families.
  - o Draft and coordinate policy and implementation guidance for suicide prevention, sexual assault prevention and response, substance abuse prevention, voting assistance programs, and education programs.
  - o Maintain a current appraisal of morale and influencing factors, and assess the command's needs for leave and liberty such as cultural tours, field exchanges, fitness centers, libraries, hobby shops, movie theaters, recreation centers, internet cafés, swimming pools, and athletics clubs. Coordinate with MCCS or other service morale welfare and recreation (MWR) activities to prioritize and provide recreational services.
  - o Provide fiscal oversight of Non-Appropriated Funds and appropriated MWR-related funds.
  - o Plan, coordinate and supervise the acquisition, storage, security, issue, recovery and distribution of special services supplies and equipment.

- **Postal Officer:** plans and oversees postal affairs and mail handling procedures. Postal officer responsibilities include:
  - o Coordinate with appropriate civilian and military postal authorities on postal matters, to include the United States Postal Service and the executive agent for postal services in a designated area of operations.
  - o Coordinate with the G-3 and the G-4 for the movement and in transit storage of mail, and conveying command priorities for movement of mail to logistics transportation coordinators.

- **Personnel Officer:** is the primary advisor to the commander on matters relating to personnel administration, and acts as the primary communication link with the IPAC. This officer's responsibilities include:
  - o Oversee the interface between the IPAC and the command, ensuring effective communication and coordination to accomplish personnel administration.
  - o Provide oversight to ensure source documents for reportable events in the Marine Corps Total Force System (MCTFS) are administratively correct and completed in a timely manner.
  - o Provide oversight of the duty status of personnel and ensure accuracy of MCTFS data.

## d.  Assistant Chief of Staff (ACOS), G-2

The G-2 has staff responsibility for intelligence and intelligence operations.  The commander relies on the intelligence officer to provide information on weather, terrain, and enemy capabilities, status, locations, and intentions. Through Annex B (Intelligence) and supporting appendices, the G-2 performs the following:

- Validates and plans information requirements.
- Assigns priorities to intelligence and radio battalions.
- Coordinates intelligence requirements with external agencies.
- Integrates collection, production, and dissemination activities.
- Allocates resources and assigns specific intelligence and reconnaissance missions to subordinate elements.
- Supervises intelligence, counterintelligence (CI), and reconnaissance efforts.

**Specific Responsibilities of the G-2/S-2**:

- Develop and answer outstanding priority intelligence requirements (PIR) and intelligence requirements (IR) by planning and directing organic intelligence assets and integrating supporting intelligence operations.
- Prepare appropriate intelligence, CI, and reconnaissance plans and orders, and integrate them with the plans and orders of external organizations.
- Oversee the preparation and conduct of computer network exploitation as a component of cyberspace operations.
- Analyze, synthesize, incorporate, and disseminate intelligence related information through all-source intelligence products.
- Provide intelligence products in support of the planning and execution of operations.

**Officers Under Staff Cognizance of the G-2/S-2 Officer**:

- **G-2 Operations Officer:** primarily responsible for intelligence support to current and future operations.  Other responsibilities include:
  - Coordinates and provides intelligence support to the G-3 operations section.
  - Serves as G-2 representative to the crisis action team (CAT).
  - Provides intelligence support to the combat operations center (COC), future operations center, and force fires coordination center/fire support coordination center.

- o Provides intelligence liaison teams to external commands and intelligence organizations.

- **G-2 Plans Officer:** provides intelligence support to the future plans cell. His responsibilities include:
  - o Develop the concept of intelligence operations based on the mission, threat, commander's intent, guidance, and concept of operations.
  - o Provide intelligence support to G-5 future plans section.
  - o Plan and coordinate the deployment of intelligence elements and resources into the area of operations (AO).
  - o Coordinate support from external agencies as required.
  - o Provide Annex B (Intelligence) and Annex M (Geospatial Information and Services), and assist in development of Annex N (Space Operations) and Annex S (Special Technical Operations) to the concept plan (CONPLAN)/ operation order (OPORD). Develop special intelligence network plan in Annex B. Synchronize with G/S-6's Annex K
  - o Develop policies for intelligence, CI, and reconnaissance operations.
  - o Manage the G-2's imagery and mapping, CI, human intelligence (HUMINT), signals intelligence (SIGINT), and weather sections.

- **Intelligence Battalion Commander/Intelligence Support Coordinator (ISC):** plans, directs, collects, processes, produces, and disseminates intelligence and provides counter-intelligence (CI) support. In garrison the intelligence battalion commander organizes, trains, and equips detachments to support MEF Intelligence Centers and other designated commands. These detachments provide integrated intelligence collection, analysis, development, and dissemination capabilities. During combat and crisis response operations, the intelligence battalion commander is also ISC. ISC responsibilities include:
  - o Establish and supervise the Intelligence Operations Center (IOC), which includes the support cell, the surveillance and reconnaissance cell (SARC), and the production and analysis (P&A) cell. Typically, the IOC will be collocated with the main command post.
  - o Plan, develop, integrate, and coordinate intelligence collection, production, and dissemination plans. This function includes the effective employment and integration of organic and externally-sourced SIGINT, CI, HUMINT, imagery intelligence, geospatial intelligence, measurement and signature intelligence, ground remote sensors, ground reconnaissance teams, and tactical air reconnaissance assets across the spectrum of collections, production, and dissemination operations.

- o Assist the G-2 plans officer with completion of Annex B (Intelligence) and Annex M (Geospatial Information and Services) to the OPORD.
- o Plan, develop, integrate, and coordinate intelligence and CI support to the commander's estimate, situation development, indications and warning, force protection, targeting, and combat assessment.
- o Integrate the enemy common operational picture (COP)/common tactical picture (CTP) inputs from subordinate units and external commands and intelligence agencies into the COP/CTP.
- o Coordinate intelligence communications systems architecture with the G-6, including its integration with and support of imagery intelligence and other intelligence and reconnaissance requirements.

- **Collection Management and Dissemination (CM/DO) Officer:** works within the support cell with the officer in charge (OIC) of the P&A cell, the SARC OIC, G-2 operations officer, intelligence and reconnaissance commanders, and the G-6, to perform the following tasks:
  - o Formulate detailed intelligence collection and dissemination requirements, and coordinate internal and external collection operations.
  - o Develop all-source intelligence dissemination plans and supporting architectures for voice and data networked communications, and integrate these plans and systems with external intelligence communications system and dissemination operations.
  - o Monitor the flow of intelligence throughout the command and ensuring that it is delivered to intended recipients in a timely fashion and effectively meets their needs.

- **Surveillance and Reconnaissance Center Officer in Charge (SARC OIC):** responsible for supervising the execution of organic, attached, and direct support intelligence collection and reconnaissance operations. The SARC OIC is also responsible for the following functions:
  - o Monitor the status of all ongoing intelligence collection operations to include reconnaissance and surveillance missions, locations and effective times for all pertinent fire support control measures, and communications system plans.
  - o Ensure operational command and control (C2) centers are appraised of ongoing intelligence, CI, and reconnaissance operations.

- o Receive and analyze intelligence reports from deployed collection elements, and disseminate intelligence reports to C2 centers in accordance with the dissemination plan.

- **Production and Analysis (P&A) Cell Officer in Charge (P&A cell OIC):** manages and supervises the all-source intelligence processing and production efforts. The P&A cell OIC's responsibilities include:
  - o Plan and direct operations of the all-source fusion platoon, the topographic platoon, the imagery intelligence platoon, and the direct support teams.
  - o Coordinate and integrate P&A cell operations, estimates, and products with the G-2 operations officer.
  - o Maintain all-source automated intelligence databases, files, work-books, country studies, and other intelligence studies.
  - o Plan and maintain imagery, mapping, and topographic resources and other intelligence references.
  - o Administer, integrate, operate, and maintain intelligence processing and production systems and sensitive compartmented information systems.
  - o Analyze and fuse intelligence and other information into tailored all-source intelligence products to satisfy the commander's PIRs and IRs.
  - o Develop and maintain current and future intelligence situational, threat, and environmental assessments and target intelligence based on all-source analysis, interpretation, and integration.

## e. Assistant Chief of Staff (ACOS), G-3

The G-3 is responsible for operations and training. He shares responsibility for planning with the ACOS G-5, plans officer.

<u>Specific Operational Responsibilities of the G-3/S-3</u>:

- Exercise overall staff responsibility for preparing and disseminating warning orders, OPORD(s) and fragmentary orders (FRAGORD) and support the G-5 in development/review of CONPLANS and OPLANS.
- Exercise staff cognizance for Annexes A (Task Organization), C (Operations), J (Command Relationships), X (Execution Checklist), and W (Aviation Operations).
- Prepare and review supporting plans such as fire support, tactical deception, combat engineer operations, MP operations, and information operations.
- Direct task organization, tactical movement, and employment of units.

- Operate the COC, determine the general location of the command post, and designate the general location for bivouacking, quartering, and staging units involved in tactical operations
- Plan and execute exercises.
- Plan and execute information operations, civil affairs (CA) activities, and rear area security.
- Plan and direct operational security and force protection.
- Plan and monitor the execution of offensive cyber operations or computer network attack.
- Recommend missions for reconnaissance units to the G-2.
- Conduct crisis action planning and long-range contingency planning (in conjunction with the G-5).
- Prepare operational lessons learned and historical reports.
- Estimate personnel and combat service support (CSS) requirements in coordination with the G-1 and G-4.

**Specific Training Responsibilities of the G-3/S-3**:

- Develop and refine the unit's mission-essential task list (METL).
- Identify training requirements and priorities based on the unit's METL and training status.
- Determine requirements for training aids, doctrinal publications, facilities, ammunition, and management of training resources.
- Organize and conduct internal schools and obtain and allocate quotas for external schools.
- Plan and conduct training, training inspections, tests, and evaluations.
- Maintain training and readiness records and prepare training and readiness reports.

**Officers under the Staff Cognizance of the G-3/S-3**:

- **Air Officer:** advises the commander on aviation employment and coordinates air support. Air officer responsibilities include:
  - Provide aviation personnel to work in the COC, as members of operational planning teams (OPT), and in the force fires coordination center (FFCC)/fire support coordination center (FSCC), or supporting arms coordination center (SACC) when embarked on amphibious ships.

- o Determine air support requirements and prioritize air support requests based on assault support requests and joint tactical airstrike requests.
- o Conduct daily (monthly in garrison) air boards as part of the air tasking order (ATO) process.
- o Develop airspace coordinating measures to facilitate MAGTF plans and operations.

- **Civil Military Operations (CMO) Officer:** advises the commander on CMO and civil affairs operations (CAO), supports operational planning, and coordinates CMO/CAO with military and civilian organizations within the AO. The CMO officer is normally the commanding officer of the civil affairs group (CAG) at the Marine Expeditionary Force (MEF), the detachment commander of the CA detachment at the Marine expeditionary brigade (MEB), or the team leader of a CA team assigned to a maneuver unit. In situations where CMO is of increased importance such as during a foreign humanitarian assistance mission, the commander may find it more effective to position the CMO officer as a member of the general staff (typically the Assistant Chief of Staff, G-9) rather than under the cognizance of the G-3. CMO staff responsibilities include:
  - o Advise the commander on legal and moral obligations and the potential impact of military operations on the civilian population and vice versa.
  - o Identify CMO/CA goals and objectives to support the mission and develop concepts and plans to achieve them.
  - o Prepare Annex G (Civil-Military Operations) and Annex V (Inter-agency Coordination) to the OPLAN/OPORD.
  - o Coordinate with the staff judge advocate (SJA) on the rules of engagement (ROE) regarding civilians in the AO, and recommend ROE changes to the commander to ensure that, to the extent that the tactical situation permits, civilian personal, cultural, and property rights are safeguarded.
  - o Coordinate with the comptroller and the SJA to facilitate the identification, recording, and payment of claims for compensation for death, personal injury, or property damage.
  - o Plan and implement, in coordination with the LE officer and SJA, necessary emergency populace and resource control measures to support rear area security, maintain law and order, and minimize civilian interference with military operations. Such measures may include relocations, curfews, and movement restrictions.

- o Provide the G-2 with information on the civil environment that can be transformed into actionable intelligence or add to the intelligence preparation of the operational environment and recommend PIR(s).
- o Maintain liaison with and coordinate operations with other United States government agencies, host nation (HN) authorities, inter-governmental organizations and nongovernmental organizations in the AO. Establish and operate the civil-military operations center (CMOC) to facilitate interaction with external stakeholders.
- o Plan public affairs and community relations programs supporting CMO/CA goals and objectives in coordination with the public affairs officer (PAO) in order to gain and maintain public understanding, goodwill, and support.
- o Assist the G-4 and the medical officer in identifying civilian population resource shortfalls in food, water, shelter, and medical and develop programs for temporary relief until HN and intergovernmental organizations/ nongovernmental organizations (NGO) can provide support.
- o Plan utilization of Marine Corps and Army CA forces and recommend use of other military resources for CMO.
- o Prioritize and manage projects supporting CMO.
- o Coordinate CMO with other staff sections (particularly information operations {IO}, PA and military information support operations {MISO}) and higher, lower and adjacent commands.

- **Future Operations Officer:** conducts detailed planning for the next phase of an operation, branches and sequels to the current operation, and mission changes for subordinate units. In contingency planning, the G-5 plans section will generally pass CONPLANs/OPLANs to the G-3 future operations section for detailed review and further development into an OPORD when it is relatively certain the plan will be executed. This officer's responsibilities include:
  - o Develop branch plans and refine sequels.
  - o Provide direction and oversight to operational planning teams.
  - o Coordinate with G-5 for combatant commander and other Service support.
  - o Develop potential CCIR and PIR.
  - o Shape the battlespace for the next MSC mission change in conjunction with the force fires coordinator and the MAGTF target board.
  - o Draft initial OPORD or FRAGORD.

- o Transition orders to current operations for execution.

- **Current Operations Officer:** coordinates the current battle and ensures adherence to the commander's intent. The current operations officer's responsibilities include:
  - o Confirm the plan to the commander and implement the plan.
  - o Operate the COC in order to monitor ongoing operations, analyzing and synthesizing battlespace events and information.
  - o Assess CCIR collection and ensure reporting to the commander. Prepare operational reports as required.
  - o Coordinate with FFCC and future operations to adjust the current plan.
  - o Coordinate and monitor execution of force deployments.
  - o Develop fragmentary orders and transmit orders and tactical decisions.

- **Information Operations (IO) Officer:** advises the commander on the employment of IO assets to support the commander's concept of operations, and serves as the senior member of the IO center, which operates under the cognizance of the G-3. IO cells exist at smaller MAGTF(s) and at the MSC(s). Responsibilities include:
  - o Integrate IO into OPLANs and OPORDs and prepare IO appendices to those plans and orders.
  - o Coordinate and supervise the IO activities of the command, with particular emphasis on coordination and deconfliction of IO with other staff sections and external IO activities.
  - o Participate in targeting meetings, boards, and working groups.

- **Marine Expeditionary Force Fires Officer/Fire Support Coordinator (FSC):** plans, coordinates, integrates, directs, and monitors organic and supporting lethal and non-lethal fires. All ground combat maneuver units, division through battalion, include an FSC. An FSC will be assigned to a rear area operations center if one is established and the threat warrants this capability. Force fires/FSC responsibilities include:
  - o Supervise the operation of the FFCC/FSCC, including organizing and training personnel. The FFC/FSC may be assigned as the supporting arms coordinator while embarked, and he may be tasked with running the SACC with personnel from the FFCC/FSCC.
  - o Develop a concept of fires and targeting objectives to support the operation.
  - o Conduct targeting boards and associated working groups.
  - o Determine fire support requirements and priorities and prepare fire support plans.

- Coordinate and direct the targeting process and supervise the collection and dissemination of target data.
- Plan, coordinate, integrate, direct, and monitor organic and supporting lethal and non-lethal fires.
- Institute and coordinate the use of fire support coordination measures as required. Supervise the clearance of fires within the area of operations, assigning responsibility for designated areas and functions to subordinate FSCCs while maintaining responsibility for the deep battlespace, and cross boundary fires.
- Maintain information on the status of fire support systems, including ammunition on hand, and target acquisition assets.
- Coordinate the activities of the current fires officer, the fires plans officer, the naval surface fires officer, and the targeting officer.
- Plan the use of electronic warfare and other IO capabilities in coordination with the IO officer.
- Maintain a role in airspace planning and coordination with the air officer and the designated airspace control agency in order to ensure effective and timely delivery of surface and air-delivered fires in support of maneuver.

- **Naval Surface Fire Support (NSFS) Officer:** is a member of the FFCC/FSCC responsible for coordinating, planning, integrating, and monitoring NSFS. Other NSFS officer responsibilities include:
  - Determine requirements and prepare requests for NSFS.
  - Conduct target analysis and assist in the coordination and integration of naval surface fires with other supporting fires.
  - Ensure timely information is furnished to naval commanders regarding supported units.
  - Maintain information on the status of the naval surface fire assets and ammunition supply as these factors affect supported units.
  - Plan and supervise the training of naval surface fire personnel.

- **Chemical, Biological, Radiological, and Nuclear (CBRN) Defense Officer:** is responsible for planning and coordinating all activities relating to CBRN defense. This officer's responsibilities include:
  - Supervise the detection, identification, evaluation, and monitoring of CBRN agents and contaminants. Oversee the employment of all CBRN reconnaissance, surveillance, and detection assets.

- o Supervise the decontamination of personnel, equipment, supplies, facilities, and areas.
- o Determine, in coordination with the G-2, the enemy's capability to employ weapons of mass destruction. Assess weather and terrain data to determine whether environmental factors are favorable to enemy employment of weapons of mass destruction.
- o Provide technical advice and recommendations on adopting mission-oriented protective posture levels.
- o Assess the impact of potential or actual enemy use of weapons of mass destruction on the ability of the unit to accomplish the mission.
- o Assist the surgeon or medical officer in establishing systems for determining personnel exposure to CBRN agents or contaminants.
- o Prepare CBRN messages and situation reports.
- o Plan and supervise the CBRN training for all personnel in the command.

- **Anti-Terrorism/Force Protection (AT/FP) Officer:** advises the commander on the employment of AT/FP assets to support the commander's concept of operations and is responsible for the development of the AT/FP plan. The AT/FP officer may be a member of the Provost Marshal staff and operates under the cognizance of the G-3. The AT/FP officer's responsibilities include:
  - o Integrate AT/FP capabilities into OPLANs and OPORDs and prepares AT/FP appendices to those plans and orders.
  - o Coordinate AT/FP activities of the command to protect personnel, critical assets and information, with particular emphasis on coordination of related activities such as CBRN defense, counter-improvised explosive device , and cyber operations. De-conflict AT/FP measures with other activities.
  - o Coordinate with the G-2 to determine the enemy's capability to inflict casualties and damage infrastructure and equipment, to include cyber-attacks on information and communications systems.
  - o Assess weather and terrain data to determine whether environmental factors pose a risk to the force, continuity of operations, or the ability of the command to accomplish the mission.
  - o Assist the surgeon or medical officer in establishing health threat risks to the force and mitigation measures to minimize the risk.

- **Military Information Support Operations (MISO) Officer:** is the member of the IO cell who focuses on the cognitive dimension of the information environment where the target audience is foreign. Target

audiences range from potential and actual adversaries to friendly and neutral governments and populations. MISO responsibilities include:

- o Advise the commander on matters pertaining to MISO.
- o Prepare MISO plans and estimates. Participate in the information operations working group and the targeting process to ensure that MISO actions are properly integrated to achieve the commander's desired effects within the operational environment.
- o Coordinate MISO activities with other services, appropriate staff members of geographic and functional combatant commands, and military and civilian agencies to ensure availability of necessary capabilities and unity of effort in MISO execution.
- o Analyze target audiences and evaluates the effects of MISO.
- o Supervise the conduct of MISO, including preparation, production, and dissemination of MISO materials and messages.

- **Combat Camera Officer:** uses visual imagery to record operations, training, and other activities. The combat camera officer's activities are coordinated by the information operations officer, and result in visual documentation and graphic production of material for use in future operations, training, study, planning, historical documentation, and public information. This officer's responsibilities include:
  - o Advise the commander on capabilities and applications of video imagery.
  - o Coordinate internal and external combat camera activities to support the commander's requirements.
  - o Prepare Appendix 9 (Combat Camera) to Annex C to OPORDs.
  - o Keep abreast of improvements and innovation in technology and recommend changes to equipment and personnel training.
  - o Maintain close liaison with intelligence, historical, and public relations officers in order to document ongoing operations.
  - o Direct the command photographic or visual imagery facility.

- **Air Command and Control/Anti-air Warfare Officer:** coordinates and de-conflicts aircraft routing plans with the aviation combat element, elements of the joint/combined force air component command, and other external agencies as may be required. This officer's responsibilities include:
  - o Prepare plans for airspace control measures as required for operations and training.

- Advise on matters pertaining to coordination and integration of electronic countermeasures and communications-electronics deception in coordination with the force fires coordinator, information operations officer, wing electronics warfare officer and the wing communications-electronics officer.
- Coordinate all aspects of air defense with the amphibious task force staff when embarked, integrating capabilities with those of the composite warfare commander charged with anti-air warfare. Ashore, coordinate air and missile defense plans with the appropriate Army Air Defense Commander, the designated Air Force Air Operations Center (AOC), and if operating in the littorals, the adjacent naval forces responsible for air defense.
- Advise on development and implementation of airspace control measures to support the integration of fires, aviation operations, and ground maneuver.
- Advise on the tactical employment of air and surface anti-air warfare assets.
- Assist in technical inspections of air defense systems.

- **Infantry Weapons Officer** (Gunner): is a Chief Warrant Officer specially trained in the employment of organic weapons and infantry skills training within an infantry battalion/regiment. Responsibilities include:
  - Advise the commander on organic weapons employment and training plan development.
  - Provide expertise on infantry skills training.
  - Advise the commander on the unit's ammunition allocation and the development of ammunition allowances for training and operations of subordinate units.

## f.  Assistant Chief of Staff (ACOS), G-4

The ACOS G-4 is the principal staff assistant for all logistics matters, except aviation specific logistics (i.e. aviation maintenance and supply). The G-4 plans, coordinates, and supervises combat service support (CSS) in order to provide supply, maintenance, engineering, transportation, health services and services. G-4 responsibilities include:

- Analyze courses of action (COA) and logistics/CSS estimates.

- Maintain visibility of logistics/CSS status and material readiness.

- Identify CSS requirements and prioritize CSS through close and continuous coordination with the G-3.

- Develop logistics/CSS plans based on the concept of operations and in close coordination with the G-3/G-5 and supporting CSS units. Logistics plans focus on external, deployment-oriented, and theater-level support, while CSS plans focus on internal combat support to organic forces.

- Plan, coordinate, and supervise non-tactical troop movements.

- Coordinate with the G-1 and the G-3 on transporting replacement personnel, enemy prisoners of war (EPW), and dislocated civilians.

- With the support of the comptroller and the SJA or legal officer, conduct procurement and contracting to the extent authorized by appropriate DoD regulations.

- In coordination with the CMO, plan and supervise the use of local services, supplies, and facilities. This may be done through the CMOC.

- Manage real property and facilities, except field fortifications and C2 facilities.

- In coordination with the G-3 and supporting CSS units, plan the location of the combat service support area (CSSA) and the management and security of rear area facilities and lines of communications.

- Support the G-3 and the G-5 in force deployment and employment planning, and assist with preparing time-phased force and deployment data (TPFDD) by coordinating movement and strategic transportation.

- Support force deployment by coordinating the transportation of cargo and personnel.

- Conduct embarkation planning.

- Prepare Annex D (Logistics) to the OPLAN/OPORD.

**Officers under Staff Cognizance of the G-4 Officer**

- **Ground Supply Officer:** plans, coordinates, and supervises all general supply activities within the command. His responsibilities include:
    - Plan, coordinate, and supervise the acquisition, receipt, storage, control, security, issue, recovery, redistribution, salvage, and disposal of all supplies and equipment.
    - Promulgate supply procedures, including property accounting, property responsibility, and standardization of material.
    - Supervise the administration and expenditure of allotted funds.
    - Plan, coordinate, and supervise the disposition of personal effects.

- **Fiscal Officer:** allots appropriated funds in organizations which do not have a comptroller. The ground supply officer may also serve as the fiscal officer in organizations without a comptroller. Responsibilities include:
    - Maintain records of the use and status of appropriated issued to the commander by allotment, sub-allotment, or other means.
    - Prepare reports pertaining to the status of allotments and other fiscal matters.

- **Ordnance Officer:** advises the commander on ordnance matters and exercises technical direction over ordnance activities throughout the command. His responsibilities include:
    - Requisition, procure, store, and distribute ordnance materiel.
    - Plan and supervise the recovery, evacuation, and maintenance of ordnance materiel beyond the capability of using units.
    - Coordinate ordnance maintenance and supply activities.
    - Provide technical inspection and organizational maintenance of ordnance material to subordinate commands.
    - Plan and supervise the collection and reclamation of captured or abandoned ordnance materiel.

- **Ammunition Officer:** is the technical advisor to the commander on ordnance equipment and Class V supply (ammunition) for both training and operations. Ammunition officer responsibilities include:
    - Direct the storage, handling, transporting, inventory, maintenance, issue, and repair of munitions and armament handling and test equipment.
    - Monitor distribution of conventional ordnance.
    - Exercise technical and logistical cognizance over conventional and nuclear munitions.
    - Exercise technical and logistical cognizance over chemical weapons and associated handling and delivery equipment.
    - Implement a conventional weapons safety program within the command consisting of inspections of munitions handling procedures and loading techniques.
    - Strictly enforce all ordnance safety regulations. While embarked, consult with the appropriate Navy ordnance officer to ensure compliance with shipboard handling and stowage regulations.
    - Recommend and supervise the procurement, allocation, use, and storage of aviation ordnance equipment, including targets and associated hardware and Class V ammunition.

- o Estimate operational ammunition requirements, establish priorities, and monitor ammunition issued for training and combat within established priorities and allowances.
- o Advise the commander, staff, and other appropriate personnel on the development of the field ammunition supply point (ASP) along with ammunition planning for forward arming and refueling points, and combat service support areas (CSSA) as required.

- **Contracting Officer:** provides operational contract support to the commander. The contracting officer evaluates contract requirements, specifications, bids, proposals, and subsequent contractor performance. Some commanders place contracting in a separate operational contract support staff section. Contracting officer responsibilities include:
  - o Provide planning, programming, budgeting, and acquisition planning support to various Marine Corps appropriation sponsors.
  - o Enter into, administer, or terminate contracts and make related determinations and findings. Contracting officers may bind the government only to the extent of the authority delegated to them.
  - o Review acquisition plans, statements of work, performance work statements, economy act orders, specifications, requests for proposals and invitations for bids.

- **Maintenance Management Officer:** advises the commander on all matters related to equipment maintenance and the impact of the command's maintenance effort on equipment readiness. The maintenance management officer's responsibilities include:
  - o Develop and operate the command's maintenance management program.
  - o Exercise staff supervision over the maintenance management programs of subordinate units and provide technical assistance and instruction.
  - o Coordinate the command's equipment inspection program.
  - o Manage information systems associated with the maintenance.
  - o Coordinate the command's maintenance management related programs, such as operational readiness float, quality deficiency reporting, modification control, calibration control, technical publications control, corrosion control, and other maintenance-related programs.

- o Ensure close coordination with supply operations and management to provide timely supply support to maintenance requirements.
- o Supervise field maintenance and salvage of equipment and engineer material.

- **Motor Transport Equipment Readiness Officer:** advises the commander on all matters related to the maintenance of ground transportation assets. This officer's responsibilities include:
  - o Plan, coordinate, and supervise equipment readiness and motor transport operations and maintenance personnel training.
  - o Direct maintenance shop organization and control of maintenance assets.
  - o Coordinate inspection programs for transportation maintenance activities.

- **Engineer Officer:** advises the commander on the employment of engineer forces, facilities, and equipment. This officer's responsibilities include:
  - o Plan technical training of engineer and non-engineer personnel in engineer duties, to include management of the unit's engineer licensing program and training of incidental engineer equipment operators.
  - o Plan engineer reconnaissance, field surveys, terrain studies, and mapping operations in coordination with the G-2, in order to prepare and revise maps.
  - o Analyze engineer tasks required to implement the commander's plan.
  - o Determine which engineer units can best accomplish required tasks. Evaluate, plan, and coordinate external engineer support.
  - o Coordinate with the G-3/5 to plan the deployment and employment of breaching, field construction, bulk liquid (fuel and water) storage, and mobility and counter-mobility engineer assets.
  - o Coordinate with the G-3/G-5 on the bulk liquid (fuel and water) laydown plan.
  - o Maintain detailed minefield, barrier, and obstacle records.
  - o Recommend movement regulations based on the physical condition of ground lines of communications infrastructure.
  - o Plan the establishment and maintenance of essential utilities.
  - o Plan construction, repair, and maintenance of camps, expeditionary landing fields, warehouses, hospitals, roads, bridges, piers, pipelines, and river-crossing sites.
  - o Advise the commander on the organization and implementation of route clearance teams.

- Exercise staff supervision and make recommendations concerning procurement, storage, and distribution of engineer equipment and supplies.
- Manage bulk water production and well water production and associated management plans.

- **Bulk Fuel Officer:** plans, coordinates, and supervises the receipt, storage, transfer, and distribution of bulk fuel. Responsibilities include:
  - Coordinate with contract, inter-service and international bulk fuel providers as required.
  - Plan for bulk fuel storage and distribution, employment of related equipment, and bulk fuel storage security.
  - Advise the commander on environmental concerns and develop containment and spill response plans.

- **Strategic Mobility Officer:** plans and executes global movements of personnel, supplies, and equipment via all modes of transportation in coordination with the G-3 and G-5. This officer's responsibilities include:
  - Prepare and execute deployment plans to move and sustain organic and attached forces.
  - Manage the command's embarkation and mobility training program.
  - Interface with movement control agencies as required, to ensure transportation and sustainment support to the command.

- **Maritime Prepositioning Force (MPF) Officer:** is the principal advisor to commander regarding MPF operations, capabilities, and the status of associated prepositioned stocks. MPF officer responsibilities include:
  - Plan and conduct MPF operations in support of the deployment and employment plan.
  - Participate in the off-load planning process to include planning off-load sites, the general sequence of off-load, and the ship to shore plan for movement of lighterage and amphibious vehicles to designated beaches or piers.
  - Assist in developing and improving tactics, doctrine, equipment, techniques, and operational procedures to maintain and improve readiness.
  - Assist as an advisor on MPF operations in preparing contingency and operational plans.

- **Landing Support (LS) Officer:** plans and coordinates amphibious movement and support from the MPF squadrons and associated prepositioned stocks. LS officer responsibilities include:
  - Analyze tactical plans and their attendant landing support requirements.
  - Conduct detailed planning for organization of beach support areas and landing zone support areas.
  - Plan for employment of landing support units during surface and helicopter borne assaults.
  - Assist with planning and training of landing support units.
  - Supervise the activities of offload preparation parties and survey liaison reconnaissance parties during MPF operations.
  - Advise the commander on the laydown of port operations groups and security for port operations, warehouses, lots, and storage yards.
  - Interface with movement control agencies to ensure transportation and sustainment support.

- **Embarkation Officer:** plans and coordinates loading and unloading of personnel, equipment, and supplies during movements by ship, aircraft, and railroad. Responsibilities include:
  - Formulate loading plans for land, sea, and air movement in accordance with administrative and tactical requirements.
  - Maintain liaison with appropriate commands and organizations that provide and facilitate ground, sea, and air transportation.
  - Supervise loading and unloading activities to ensure adherence with established priorities.
  - Determine requirements for and recommend allocation of transportation means.
  - Maintain lift requirement data for the command.
  - Maintain characteristics data for land, sea, and air modes of transportation.
  - Plan, conduct, and supervise embarkation training.

- **Transportation Officer:** assists the commander and the staff in planning and coordinating the strategic movement of the command, to include employing common-user transportation assets. Responsibilities include:
  - Monitor and provide technical supervision of all motor transport requirements, commitments, and movements.

- o Supervise the planning of technical training for ground vehicle related duties and programs to include management of the unit's vehicle licensing program and training of incidental operators.
- o Analyze and evaluate transportation capabilities throughout the command.
- o Supervise and coordinate the maintenance of required transportation records.
- o Develop, coordinate, implement, and monitor command technical inspections for transportation assets.
- o Monitor vehicle readiness in all subordinate organizations.
- o Recommend and supervise procurement, distribution, and storage of vehicles.
- o Serve as technical advisor to the commander and the staff on commercial transportation.

- **Health Services Support Officer (HSSO):** plans and coordinates all health services support (HSS) for the command. If not organized under the G-4, the HSSO may be organized under the surgeon as special staff or the G-3/5 for operations and plans. HSSO responsibilities include:
  - o Coordinate with the G-3/G-4 for Level I/II health service support (HSS) to operational and tactical troop activities.
  - o Prepare Annex Q (Health Services Support) to the OPLAN/OPORD.
  - o Analyze, recommend and assist development of policy for Force Health Protection, including HSS COAs and estimates of supportability.
  - o Assist planning and execution for pre-deployment preventive medical services and individual medical readiness.
  - o Collect and analyze medical intelligence and prepare advise on the medical threats in the AO to include environmental factors, endemic and epidemic diseases, weapons of mass destruction, and directed-energy devices.
  - o Identify and prioritize medical and dental requirements, and request augmentation if necessary.
  - o Recommend methods of employment for organic and attached HSS elements.
  - o Determine requirements, develop plans, and supervise requisitions, procurement, storage, maintenance, distribution, and documentation of all Class VIII (medical/dental equipment/supplies, and blood).

- Plan and direct all HSS operations and administration including treatment and medical evacuation, preventive medicine within the command and for indigenous populations, medical and dental supply and maintenance, ancillary services (e.g. lab and X-ray), and whole blood storage and distribution.
- Coordinate HSS for EPW(s), displaced civilians, detainees, and civil service personnel assigned to the command.
- Coordinate with the CA officer for the development of programs for medical, dental, and veterinary support of humanitarian and civic action operations.

- **Food Service Officer:** plans and coordinates the procurement, storage, preparation, and provision of food to members of the command. Responsibilities include:
  - Supervise dining facility personnel training.
  - Plan and direct field food service operations for the command.
  - Conduct inspections of dining facilities to ensure proper food preparation and correct use of dining facilities and food service equipment.
  - Maintain records of packaged rations that have been received and distributed within the command.
  - Assist commands with menu development and administer the nutrition awareness program.
  - Coordinate with veterinary personnel to ensure all local food supplies are properly inspected prior to procuring and preparing food.

## g. Assistant Chief of Staff (ACOS), G-5

The ACOS G-5 assists and advises the commander in matters pertaining to strategy and campaign development, deliberate (contingency) planning and long range operational planning. The G-5 also assists with political and military policy, involvement in a combatant commander's (COCOM) theater security cooperation plans, national and service plans, command relationships, and service and joint level future readiness requirements. The G-5 develops, reviews, and monitors all COCOM directed OPLANs, CONPLANs, and TPFDDs. Staffs without a G-5 will add G-5 responsibilities to the G-3. Specific G-5 responsibilities include:

- Conduct initial problem framing and develop an outline plan.
- Joint responsibility for OPLAN or supporting plan development with the G-3.
- Pass the outline plan to the G-3 for functional and detailed planning.

- Provide operational inputs to the G-1 and health services support for casualty estimation.

- Support planning for future operations.

- Recommend command relationships.

- Conduct contingency planning for joint operations by determining forces required and available, coordinate force deployment and employment planning, and make planning recommendations for host-nation support.

- Develop TPFDDs using the Global Command and Control System.

- Coordinate and review the TPFDD input through the adaptive planning and execution system (APEX).

- Train the staff on the APEX.

## h.  Assistant Chief of Staff (ACOS), G-6

The ACOS G-6 is the principal staff assistant for all communications and information system matters. G-6 responsibilities include:

- Analyze COAs and provide the commander and other staff sections estimates of supportability.

- Monitor the status of communications and information systems.

- Advise the staff on the technical and operational aspects of communications and information systems employment.

- Identify requirements for communications personnel, equipment, supplies, and facilities and prioritize communications and information systems support through close and continual coordination with the G-3.

- Advise the commander and other staff sections on new technologies for enhancing C2 and staff action.

- Develop communications and information systems plans, orders, and SOPs based on the concept of operations.

- Coordinate support for special intelligence networks with the G-2.

- Plan and conduct communications and information systems training.

- Coordinate with the G-3 on the location, echelonment, and displacement of the headquarters (HQ) and C2 facilities for adequate and continuous communications system support.

- Supervise the planning, installation, operation, and maintenance of organic and attached communications elements and systems.

- Manage spectrum assignments to include radio frequencies, satellite communications, and call words.

- Supervise the planning and execution of network operations, defensive cyberspace operations, and information assurance.

- Provide local area network/wide area network management, including internet protocol address and routing management for systems, applications, and data services.

- Comply with interoperability standards. (These include communications protocols, defense of network practices, and information assurance policies.)

- Coordinate with the G-4 for the supply and maintenance of communications and information systems.

- Implement communication and information systems security procedures in coordination with the other staff sections.

- Establishes communication and information systems liaison with senior, subordinate, adjacent, supported, and supporting commands.

- Prepare Annex K (Combat Information Systems) to the OPLAN/OPORD.

- Exercise Staff Cognizance over the Cyberspace Network Operations Officer. This officer develops, plans, and implements the overall tactical and strategic goals of the computer network systems. He evaluates and recommends changes to current and future network requirements to meet operational needs. He is responsible for the implementation of information assurance, computer network exploitation, and network operations in support of cyber operations. This officer's other responsibilities include:
  - Provide technical and administrative support to the commander and higher headquarters staff to identify and track computer security incidents and events
  - Provide long-term and near-term computer network exploitation analysis and planning for resolving systemic and enterprise computer events and intrusions across the networks.
  - Develop, research, publish, test, and update related standard operating procedure methodologies, and tools, techniques and procedures.
  - Provide liaison to the G-3 to synchronize computer network exploitation, computer network operations, computer network exploitation, and computer network attack.

# 1008. Special Staff Officers

## a. Special Staff Officers under Staff Cognizance of the Chief of Staff

Within their respective fields, special staff officers act as advisors, planners, supervisors, and coordinators. They are authorized direct access to the COS or the XO and direct liaison with other staff sections in matters of interest to those sections. However, special staff officers normally operate under the staff cognizance of either the COS (XO) or a member of the general/executive staff.

- **Public Affairs Officer (PAO)**: serves as the command spokesperson and point of contact to the public, the media, and internal Marine Corps audiences. The PAO releases information about the command in order to foster positive relations with local communities and the general public. Specific PAO responsibilities include:
    - Advises the commander and staff on the probable public impact of command decisions and/or policies once these become known. Also recommends policies and procedures for determining what information should be released, when it should be released, and to whom.
    - Work closely with the CA officer to integrate strategy and unify efforts to communicate the command perspective to the local population.
    - Prepare and disseminate accurate and timely information about the Marine Corps and the command to the media and the general public in the spirit of the Freedom of Information Act (FOIA).
    - Advise the commander and staff on Privacy Act and FOIA matters.
    - Respond to media queries, coordinate media visits and interviews, and escort media representatives.
    - Support the internal information program to inform Marines, Sailors and Marine families of Marine Corps and command matters through command newspapers, social media, and government radio and television facilities.
    - Develop and coordinate a community relations program to foster mutual understanding and acceptance with the general public and the communities directly affected by the command.
    - Coordinate and advise in the planning and conduct of IO and provide public affairs input and guidance as a member of the information working group. Ensure compliance with established Department of Defense directives regarding public communications.

- **Security Manager:** is responsible for managing the command information and personnel security program. Responsibilities include:
  - Serve as the commanding officer's advisor and direct representative on classified information security and personnel security.
  - Develop written command information and personnel security procedures, including an emergency plan that integrates emergency destruction bills.
  - Formulate and coordinate the command's security education and training program.
  - Ensure threats to security, compromises, and other security violations are reported, recorded, and, when necessary, investigated vigorously.
  - Ensure incidents falling under the investigative jurisdiction of the Naval Criminal Investigative Service (NCIS) are immediately referred to the nearest NCIS office.
  - Administer the command's program for classification, declassification, and downgrading of classified information.
  - Coordinate preparing and maintaining classification guides in the command.
  - Maintain liaison with the command's PAO to ensure proposed press releases receive a full security review.
  - Coordinate pre-publication review of material to ensure classified information about the command and its operations is not disclosed.
  - Ensure compliance with accounting and control requirements for classified material, including receipt, distribution, inventory, reproduction, and disposition.
  - Coordinate with the security officer on physical security measures to protect classified material.
  - Ensure electrical and electronic processing equipment meet control of compromising emissions requirements.
  - Ensure secure control of visits to and from the command whenever a visitor is authorized access to classified information.
  - Ensure protection of classified information during visits to the command when the visitor is not authorized access to classified information.
  - Prepare recommendations for release of classified information to foreign governments. When appropriate, coordinate authorized disclosures of classified information to allies with a designated and trained foreign disclosure officer (FDO).

- Ensure all personnel who handle classified information or who are assigned to sensitive duties are appropriately cleared. Also ensure that all requests for personnel security investigations are properly prepared, submitted, and monitored.
- Ensure access to classified information is limited to individuals with appropriate clearances AND a need to know.
- Ensure personnel security investigation, clearance, and access data is recorded. Coordinate the command program for continual evaluation of eligibility for access to classified information or assignment to sensitive duties.
- Maintain liaison with the command's special security officer on investigations, access to sensitive compartmented information, continuous evaluation of eligibility, and changes to information and personnel security policies and procedures.
- Maintain records of personal and duty-related foreign travel in order to ensure proper security and antiterrorism/force protection briefs are presented prior to execution of travel.
- Coordinate with the command's communications and physical security officers on matters of common concern.

- **Foreign Disclosure Officer (FDO):** oversees and coordinates disclosures of classified, or controlled unclassified, military information to foreign governments and international organizations. FDO duties include:
  - Develop command policy and procedures for the disclosure of classified military information (CMI) and controlled unclassified information (CUI) to foreign government representatives, including non-US coalition military personnel.
  - Review and recommend whether or not to release CMI and CUI to foreign personnel.

- **Information Management Officer (IMO):** establishes policy and procedures for information management (IM) within the command. Normally the IMO operates directly under the COS or XO in order to gain the leverage to manage IM policies effectively. In some organizations, particularly those with enduring operations centers, the G-3 may be better positioned to manage the IMO. However placement of the IMO function is the commander's decision. IMO responsibilities include:
  - Advise the commander and staff on IM matters and coordinate IM efforts throughout the organization.

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- o Facilitate battle rhythm coordination, routine reporting, and the CCIR development and tracking using IM systems.
- o Develop and publish the command IM plan and Annex U (Information Management) for all exercise and operational planning directives. Ensure IM systems comply with the IM plan.
- o Develop and facilitate user training programs on IM business rules and best practices.
- o Coordinate with the unit security manager and the G-6 to develop and implement information security procedures.
- o See Chapter 5, Information Management for additional information.

- **Chaplain:** is responsible for the moral, spiritual, and religious well-being of the command. Other responsibilities include:
  - o Advising the commander on all matters related to religious ministries.
  - o Provide the commander and staff advice on religious issues in operational areas, as well as on moral and ethical issues in operations and policies.
  - o Provide the commander and staff advice on family readiness and morale.
  - o Prepare Appendix 6 (Chaplain Activities) to Annex E (Personnel).
  - o Administer the command religious program by conducting divine services, administering sacraments and ordinances, performing rites and ceremonies of the chaplain's faith group, and providing outreach programs, spiritual growth retreats and religious education. Ensure availability of religious materials and facilitate religious ministries for personnel of other faith groups.
  - o Provide pastoral care and pastoral counseling, including visiting the sick and detainees. Note: Privileged communication of Service members, eligible family members, and other authorized personnel throughout the Department of the Navy will be safeguarded. A communication is presumed confidential if it is a formal act of religion or a matter of conscience that is privately conveyed to a chaplain or chaplain's assistant in his or her official capacity. If a chaplain or chaplain's assistant must impose any condition upon confidential communication, those conditions or reservations must be explicitly stated before proceeding with the communication.
  - o Assist in the casualty assistance calls program by providing or arranging ministry to the next of kin of deceased and seriously ill personnel. Chaplains shall not be designated as casualty assistance calls officers.

- o Develop plans, programs, and budgets to execute religious ministries within the command.
- o Advise the command chaplain of the unit or command to which the unit is attached of necessary actions on programming of chaplain and religious program specialist billets and other support requirements.
- o Provide liaison with local religious groups and non-governmental organizations in the US or foreign countries.
- o Fulfill faith group requirements for maintaining ecclesiastical endorsement.

- **Staff Judge Advocate (SJA) or Legal Officer:** is responsible for assisting the commander in administering military justice and processing legal matters. In units not authorized an SJA, the legal officer performs these duties under the staff cognizance of the S-1. Other SJA responsibilities include:
  - o Prepare court-martial orders issued by the command.
  - o Review and recommend action on investigations and claims.
  - o Advise and provide legal assistance to military personnel.
  - o Review plans for legal implications and ensure compatibility with international law, US statutes, and presidential directives.
  - o Advise the commander and staff on law of war and ROE, handling prisoners of war and detainees, civil-military relations and jurisdiction, civil affairs and civic action, civil and administrative law, international law and relations,
  - o Advise the commander and staff on contract law, labor law, and environmental law.
  - o Conduct training for members of the command on legal matters, including training on the law of war and standing ROE, the administration of military justice, and the conduct of investigations.

- **Surgeon:** is responsible for advising the commander and coordinating all health services matters and support for the command. Depending on the level of the command, a surgeon may serve as a special staff officer or be part of a medical battalion, medical company or detachment, and dual-hatted as a special staff officer. Alternatively, the surgeon may be under the G-4. Other responsibilities include:
  - o Analyze, recommend and promulgate policy for health protection of the command. Provide staff cognizance and assist planning and

execution of pre-deployment preventive medical services and individual medical readiness.

- o Advise on the health services requirements of the command and the indigenous population within the command's AO.

- o Advise on the medical threat in the command's AO, considering environmental factors, endemic and epidemic diseases, weapons of mass destruction, and directed-energy devices.

- o Plan for treatment of casualties resulting from enemy employment of weapons of mass destruction, identify biological agents used against friendly troops, advise on preventive medicine measures to protect friendly troops from the effects of enemy biological and chemical agents, and furnish assessments of the impact of weapons of mass destruction on friendly troops.

- o Maintain visibility of Class VIII A/B logistics status and medical material readiness of the command.

- o Identify HSS requirements and prioritizes this support through close and continuous coordination with the G-3/G-4 and subordinate MSC staff officers.

- o Recommend methods of employment of organic and attached HSS elements.

- o Exercise staff supervision over medical and dental training in the command.

- o Exercise staff supervision and technical direction over health services activities throughout the command, including personal hygiene, environmental sanitation, first aid, sanitary aspects of food service and food procurement, and other preventive medicine activities affecting the health of the command.

- o Establish priorities for medical and dental care and treatment.

- o Coordinate with the G-1/G-3 on casualty and medical evacuations of injured personnel, (including EPW and other detainees and displaced civilians) as required.

- o Assist in preparation of Annex Q (Health Services Support) to the MAGTF OPLAN/OPORD.

- **Law Enforcement (LE) Integration Officer:** is the key facilitator for MP and LE related support for commands without organic MP units. The LE integration officer/chief provides the commander with MP employment subject matter expertise and coordinates MP activities to ensure the proper allocation of limited resources. The LE integration officer is responsible for ensuring that MP tasks support the concept of operations and the priorities established by the commander. Other responsibilities include:

- o Plan and supervise MP assets and operations within the command.
- o Coordinate MP training, to include integration of MP instructors into formal schools (i.e., Police Advising, Tactical Site Exploitation, Nonlethal Weapons, Limited Detainee Operations)
- o Coordinate the command's LE operations with other services, multinational forces, and or host nations.
- o Coordinate LE support to civil authorities during domestic disturbances and disasters.

- **Comptroller:** is responsible for financial management for the command. Where no comptroller is authorized, the disbursing officer or fiscal officer assumes the comptroller's financial management duties. Other comptroller responsibilities include:
  - o Supervise the execution of policies and procedures pertaining to the financial management of appropriated funds to include budget formulation and execution, finance, and resource evaluation and analysis.
  - o Supervise the operations of the budget office or section.
  - o Provide guidance for formulation of budgets, compiling budget estimates, and reviewing and monitoring budget performance and execution.
  - o Conduct evaluation and analysis of resource management issues and problems.
  - o Coordinate work station inspections and external audits.

- **Inspector:** conducts inspections of activities and organizational units to ensure compliance with regulations, directives, and orders. Other responsibilities include:
  - o Conduct inspections and investigations as directed by the commander.
  - o Recommend measures and actions to correct deficiencies.
  - o Facilitate and provide oversight of request mast cases.

- **Family Readiness Officer (FRO):** is the principle adviser to the commander on family readiness programs and initiatives. The FRO may be civilian, or appointed from available military personnel. FRO responsibilities include:
  - o Formulate awareness plans (as needed) and distribute official information to Marines and families.

- Conduct proactive family outreach and rapport development to facilitate meaningful two-way communication between the command, its personnel, and their families for readiness and deployment support, including liaison and information sharing from installation MCCS resources and the local community.
- Develop and maintain budget requirements and expenditure records for family readiness related purposes, as the commander may direct.
- Manage volunteers, including recruitment, screening, coordination of command interviews and appointment, management of reimbursements, training, mentoring, and recognition of efforts and performance.
- Conduct family readiness related hazards awareness and planning, such as policies for earthquakes, destructive weather, and fires.

- **Protocol Officer:** advises the commander on etiquette and social matters. Specific responsibilities include:
  - Plan, coordinate, and support visits to the command from military and political dignitaries, to include interpreter support as required.
  - Ensure the command complies with proper protocol (e.g. seating arrangements, gift exchanges) when hosting dignitaries.
  - Prepare and support the commander during external visits to military and political dignitaries.

- **Political Advisor (POLAD):** advises the commander on all matters pertaining to or involving primarily political or political-military relations within the assigned operational area. POLAD responsibilities include:
  - Participate in policy and planning activities by providing information and expert advice on political-military (POL-MIL) issues in support of commander's policy development and decision making.
  - Provide the commander with interagency and diplomatic coordination and liaison.
  - Assist the PAO in developing and implementing effective public information products.
  - Provide United States government policy guidance to the commander and staff.
  - Collect and analyze information regarding POL-MIL issues within the AO.

- **Safety Officer:** uses a title that varies with the type of unit he supports. If he supports a unit that is an aircraft reporting custodian with responsibility for or physical control of aircraft (wing, air group/squadron, etc.) he is a **Director of Safety and Standardization (DOSS)**. If he supports any other

unit (MEF, division, Marine logistics group, regiments, battalions, etc.) he is a **Director of Safety (DS)**. Any DS/DOSS has direct access to the commander on all safety or standardization issues. He must possess the necessary training and expertise to provide relevant, proactive mishap prevention, force preservation advice, and safety feedback to the command. The DS/DOSS maintains close contact with the Naval Safety Center and other applicable safety organizations.

**Officers under Staff Cognizance of the Safety Officer (DS/DOSS):**

- **Aviation Safety Officer (ASO):** found in commands having responsibility for or physical control of aircraft, the ASO serves as the principal advisor to the commanding officer on all aviation safety matters. The ASO is a primary billet, and the individual assigned shall have direct access to the commander or access through the DOSS for aviation safety matters. ASO responsibilities include:
  - Advise and assist the commanding officer in establishing and managing the command aviation safety program in accordance with applicable regulations and directives.
  - Maintain appropriate aviation safety records and mishap statistics.
  - Coordinate safety matters among the organization's staff.
  - Assist in aircraft accident investigations to determine causes and to make recommendations.

- **Ground Safety Officer (GSO):** serves as the principal advisor to the commanding officer on all ground safety matters. The GSO has direct access to the commander or through the DS/DOSS for safety matters. The GSO's responsibilities include:
  - Conduct relevant, proactive mishap prevention, force preservation advice, and feedback to the command.
  - Conduct inspections and maintain records of ground accidents to keep the commander informed of problems and progress of the ground safety program.
  - Coordinate ground safety-training programs designed to further awareness and education.
  - Assist in ground mishap investigations to determine causes and to make recommendations.

## b. Additional Staff Officers for Units with Aircraft Assigned

Aviation maintenance, aviation supply, avionics, and aviation ground support staff functions are unique to commands with aircraft assigned. In an aircraft wing all of these functions except aviation ground support fall under the aviation logistics department (ALD). In an aircraft group, these functions are assigned to staff officers in the Marine Aviation Logistics Squadron (MALS) with aviation ground support functions performed by the staff of the Marine Wing Support Squadron (MWSS).

- **Aviation Logistics Department (ALD) Officer:** assists subordinate aviation units with aviation material readiness and internal material management of weapons systems. The ALD officer advises the commander on aircraft and system readiness, how to minimize costs associated with maintaining aircraft, and how to improve aviation logistic efficiency. The ALD officer maintains close coordination with higher headquarters, supporting naval and commercial organizations, and subordinate commands. The ALD officer directs aircraft maintenance, aviation supply, aviation ordinance, and avionics officers in support of the overall aviation logistics mission.

**Staff Officers Under the ALD Officer's Cognizance:**

- **Aircraft Maintenance Officer:** the technical advisor to the commander and staff on aircraft maintenance and ground support equipment. This officer's responsibilities include:
  - Supervise and coordinate aviation maintenance functions within the command to comply with technical directives and plans and policies of the commander.
  - Interface with higher level commands, activities, and depots on all maintenance-related issues.
  - Ensure maintenance management of all aircraft components and ground support equipment at all levels within the command, and ensure proper maintenance scheduling of aircraft.
  - Direct and monitor requisitioning, receipt, and allocations of materials and tools.
  - Analyze data provided through the data collection system to determine support and maintenance problems or trends and recommend corrective action.
  - Review all accident and damage materiel reports to discover unsafe trends and practices in aviation maintenance and promote accident prevention.
  - Furnish technical assistance to subordinate units in matters relating to aviation maintenance.

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- **Aviation Supply Officer:** plans and supervises the acquisition, storage, control, security, issue, recovery, and redistribution of all aviation supplies and equipment for the command. Aviation supply officer responsibilities include:
  - Supervise and furnish advice and information regarding the aviation supply system internal and external to the command. Interface with other echelons of supply and the Naval Aviation Supply System, logistics information systems, repairable material management programs, financial management programs, budgeting and accounting functions, aviation inventory management functions, and warehousing operations.
  - Coordinate the development and implementation of plans, policies, and programs for the proper use of aviation funds.
  - Review, analyze, and evaluate managerial and performance data regarding aviation supply effectiveness and the readiness posture of the command.

- **Aviation Ordnance Officer:** is the technical advisor to the commander and his staff on aviation ordnance equipment and Class V(A) ammunition, including training and operational munitions. Responsibilities include:
  - Direct and supervise all personnel engaged in the storage, handling, transporting, inventory, maintenance, issue, and repair of aviation munitions and aviation armament handling and test equipment.
  - Exercise technical and logistical cognizance over nonnuclear and nuclear munitions.
  - Manage the assembly, loading of aircraft, and arming of all aviation munitions.
  - Implement a weapons safety program within the command consisting of inspections of munitions handling procedures and loading techniques.
  - Recommend and supervise the procurement, allocation, use, and storage of aviation ordnance equipment, including targets and associated hardware and Class V(A) ammunition.
  - Ensure that sufficient munitions are available to support current plans and operations. Work closely with the G-3 and G-5 to ensure that estimates of the ammunition quantities/types required are accurate.
  - Publish aviation ordnance SOP(s) and ensure timely submission of all required reports.

- **Avionics Officer:** serves as technical adviser to the commander and his staff on avionics systems and their associated special support equipment. Responsibilities include:
    - Supervise and coordinate avionics maintenance functions within the command to comply with technical directives and plans and policies of the commander.
    - Analyze data provided through the data collection system to determine avionics maintenance trends that will have an impact on weapons systems availability.
    - Direct and monitor all avionics transactions with supply and other aviation maintenance activities while evaluating overall avionics readiness.
    - Conduct administrative and materiel inspections of subordinate units, and provide guidance and supervision for an efficient and current technical training program.

- **Aviation Ground Support (AGS) Officer:** provides advice and staff cognizance over the planning and execution of AGS operations. The AGS department can exist as a special staff section or may be a section within the G-3 or G-4, based on the commander's mission and desires. AGS officer responsibilities include:
    - Plan and coordinate aviation fueling, expeditionary airfield services, aircraft rescue and firefighting, and explosive ordnance disposal to meet operational requirements.
    - Plan and coordinate forward operating bases and forward arming and refueling points to support the aviation combat element (ACE) concept of operations.

## c. Headquarters (HQ) Unit Commander

The title of the HQ unit commander differs based on the level command. For example, the MEF headquarters group (MHG) commander is HQ unit commander for a MEF. The headquarters squadron commander is HQ unit commander for a MAW. The headquarters battalion commander is HQ unit commander for a division. Other MAGTF level and aviation units (MEB, MEU, MLG, MAG, etc.) merely have a headquarters commander. Ground combat or combat logistics units normally have headquarters company commanders. The commander and the staff are administratively assigned to HQ unit commander. This makes the HQ unit commander responsible for their billeting, training, morale, and welfare. During deployed operations, the HQ unit commander is usually designated as the headquarters camp commandant. Other headquarters unit commander responsibilities include:

- Deploy headquarters personnel and equipment.

- Transport, set-up, and maintain the command's COC.
- Exercise command over Marines and Sailors assigned to the HQ who are not assigned or attached to subordinate commands.
- Provide local HQ security, including construction of defensive positions.
- Supervise the operation of supply, maintenance, motor transport, health services, and food service activities serving the HQ.
- Maintain facilities for the reception and accommodation of visitors and augmentees.
- Supervise police and maintenance of HQ facilities.
- Supervise the billeting of HQ personnel.
- Select the site, in concert with the G-1, G-3, and G-6 where the headquarters will set up.
- Conduct training and arrange morale activities for HQ personnel.

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**Part II**

# Staff Action

Staff actions aid the commander in making timely and effective decisions. The commander and staff should strive to streamline them as much as possible and ensure they directly contribute to mission accomplishment.

A staff officer must understand the fundamentals of componency (see MCWP 3-40.8) and command and support relationships. These relationships are the foundation for task-organizing for any operation or exercise, facilitating participation in multinational operations, and promoting interagency and nongovernmental cooperation. Command relationships define the responsibility and authority of the commander and support relationships, identify the purpose of the support, the desired effect, and scope of action.

## 2001. Coordination

Coordination is an essential element of all staff action and an indispensable key to mission success. Coordination must extend beyond the command to higher, adjacent, supporting, supported, and subordinate units. The COS or XO has overall responsibility for staff coordination. Under this direction, general/executive staff sections have primary responsibility for coordinating those activities that fall within their staff cognizance. When overlap exists between staff interests, the COS and/or XO assigns primary coordinating responsibility to one staff section and collateral responsibilities to the others. Although one staff section may have the lead for coordination, every staff section coordinates its activities with other concerned staff sections.

Successful staffs appreciate the purpose and value of coordination, and they habitually practice it. The desire and will to cooperate are important, and the staff officer must subordinate his own interests and those of his staff section to those of the staff and command as a whole. Coordination develops through understanding, training, and practice. A staff officer should possess a basic knowledge of the organization, operations, administration, capabilities, and limitations of all elements of the command. A staff officer must also know the responsibilities of other staff sections in the command, as well as what type of information they require or can provide.

Coordination is affected by time, the operating environment, and the commander's preferences. In response to these factors, the following coordination measures are commonly taken (this list is not all inclusive):

- Close and continual contact and exchange of information among staff sections, staff officers, and corresponding staff sections of other units by visits, telephone calls, e-mail, or other electronic means.
- Prompt dissemination of information, decisions, plans, orders, and instructions to all staff sections concerned.
- Effective message control to route messages and correspondence to all interested sections and units.
- Formal routing of staff papers to all interested sections and units for information and comment.
- Staff briefings, conferences, and meetings.
- Staff visits and inspections.
- Liaison and collaborative planning.
- Reachback (see Section 2008).

# 2002. Military Briefings

Commanders and their staffs typically communicate using military briefings. A military briefing requires specific procedures regarding the role of the briefer, the purpose of the briefing, and the nature of any deliverable or decision. A good brief saves the commander time and gives him an opportunity to ask questions, seek clarification or provide guidance.

A military briefing presents essential information in a purely objective manner. It will refer to enough familiar material to establish a basis for a common understanding by those receiving it.

Briefs usually take the form of information, decision, staff, or mission brief. Although there are elements common to all briefs, each is distinct in terms of requirements and outcomes.

## a. Information Briefing

The information briefing presents facts to keep listeners abreast of the current situation or supply specifically requested information. It does not require a decision. The desired outcome from the information briefing is comprehension.

## b. Decision Briefing

The decision briefing is similar to an information briefing, but is usually more comprehensive. However, its desired outcome is to answer a question or to lead to a decision about possible COA(s) to be taken.

### c. Staff Briefing

Staff briefings are among the best ways of keeping the commander and staff informed of the current situation and major issues facing the command. They also achieve rapid oral dissemination of information to a group. They are not for planning or settling complex issues, though command decisions may occasionally result from them. Who attends staff briefings will vary with the subject, size of the headquarters, and type of operation being conducted.

The COS/XO schedules and orchestrates staff briefings for the commander. These briefings bring the commander and the staff up to date on the situation and actions since the last briefing. The general comprehension which this produces is difficult to achieve by other means and increases the effectiveness of everyone present. Each staff officer attendee should take notes on portions of the briefing relevant to their own sections. Each should also be prepared to brief the other attendees on their respective section's activities. The focus of staff briefings is to provide the commander with assessments and recommendations. The COS must guard the commander's time and energy to ensure that staff briefings inform the commander on the big issues. The desired response to a staff briefing is a coordinated effort.

### d. Mission Briefing

Mission briefings facilitate military operations and training exercises that simulate military operations. Its purpose can be a combination of imparting last-minute information, giving specific instructions or instilling an appreciation of the overall mission. It resembles an information briefing in that it seeks to deliver a thorough and up-to-date update on operational conditions relevant to successful mission execution.

## 2003. Staff Meetings and Conferences

When organized and conducted properly, meetings and conferences can be a particularly effective means of coordination. They provide an opportunity for the face-to-face exchange of information and views among all interested parties. Meetings are less formal than conferences. They may serve only to exchange information and do not require an agenda or a report of discussions. The ability to manage a meeting effectively is an essential leadership skill. It follows these basic tenets:

- Choose participants based on the meeting's purpose and objectives.
- If the meeting is to have a specific agenda, develop it in coordination with key participants.
- Start the meeting on time and ensure the agenda (if any) is reviewed.

- Manage time and ensure the meeting progresses on track
- At the end of the meeting, review actions and assignments, and set a date and time for a follow up meeting, if needed.

Conferences may be formal or informal, but will normally include an agenda and a report. Conferences are the principal means of directing discussions towards a common objective. The conference organizers prepare and circulate its agenda in advance. The simplest agenda is a memorandum to the prospective participants indicating the date, time, and place of meeting and a list of the discussion items. A formal agenda provides a statement of each discussion item and its sequence. A formal agenda will also have a list of relevant reference material that may assist conferees to prepare for the conference, a list of individuals who will provide special information at the conference, and the name of whoever will chair the conference. Before the conference, all participants familiarize themselves with the agenda, ascertain the policies or desires of their commanders, and determine the extent of their authority to commit their commanders. The conference organizers summarize its results in a report circulated to the staff. The commander may desire to discuss important conference reports with all or part of the staff. In such instances each participating staff officer must be prepared to present a report orally and to answer questions posed by other members of the staff.

## 2004. Staff Visits

Staff officers frequently visit subordinate units in the name of the commander. This is to ascertain the current situation of the subordinate unit and to render staff assistance. In garrison at the MSC level, the COS or general staff section heads plan a programs of staff visits. During staff visits, the staff officer should promote cordial relations and cooperation between the staff and the unit visited. He calls on the unit commander, informs him of the purpose of the visit, requests assistance if needed, and before leaving, informs the commander of facts he has noted. He avoids criticism or any conduct suggesting interference with the responsibilities of the subordinate commander. If it appears that the intent of the higher commander has been misunderstood, he furnishes the subordinate commander or his staff with additional information to assist the subordinate commander in comprehending the exact desires of his superior.

When the visit is over, the staff officer makes a brief oral or written report to his commander on his observations. This report is referred to all staff sections concerned, and it serves as a means of conveying information for the appropriate staff officer to take action. Staff visits also occur directly between corresponding staff sections without, necessarily, involving the commander. It is vital that a staff officer not become tied to a desk but, where practical, periodically call on his counterparts to enhance their relationship, while developing and maintaining a shared functional perspective on mission challenges and opportunities.

## 2005. Staff Inspections

Staff officer inspections occur at the direction of the commander and may involve individual officers or teams. Teams commonly conduct technical inspections. The commander of the unit being inspected is informed in advance of the nature and purpose of the inspection. Inspection reports should be factual, clear, and concise. They should be prepared and submitted upon completion of the inspection. The commander of the inspected unit should receive a copy.

## 2006. Liaison

One headquarters establishes liaison with another by sending a representative to act as a personal contact between the two headquarters. This representative is formally appointed a liaison officer (LNO) if his assignment is to last a significant period of time or if it is a primary duty. An officer need not have a formal appointment to act as a liaison. For example, any staff officer making a staff visit to another headquarters is performing a liaison.

The COS establishes liaison with other headquarters and directs and supervises the necessary LNO(s). This is part of the COS' general coordination responsibilities. One headquarters sending an LNO to another is enough to establish liaison. LNO(s) are not normally exchanged. If two headquarters have a supporting-supported relationship then the supporting headquarters sends the LNO. Between two adjacent headquarters the sender is determined by mutual agreement or by higher authority. Between higher and lower headquarters the higher will send the LNO unless its SOP dictates otherwise.

Before departure from the parent headquarters, the LNO ascertains the exact mission and situation of both the parent unit and the host unit to be visited. The LNO also secures any necessary written credentials and ensures that adequate arrangements for communication and transportation between the two units are in place. On arrival at the host unit, the LNO reports to the commander or appropriate staff officer. He states the purpose of his visit, presents credentials, and, if appropriate, offers assistance. He then assumes his liaison duties.

During his tour the LNO makes frequent trips back to his parent unit in order to keep it informed of the host unit's situation. He normally tells the host unit what he intends to report to the parent unit. When not visiting the parent unit the LNO continually sends it reports on mission relevant issues. He records the contents of those reports. On completion of the liaison tour, the LNO returns to the parent unit, submits a final report, and transmits any messages or requests from the commander or staff of the host unit.

## 2007. Collaborative Planning

The need to accelerate operational tempo sometimes drives organizations to resort to parallel rather than sequential planning. Under parallel planning all echelons of a command make their plans concurrently. Lower echelons do not wait to receive plans from higher. All echelons rely on a shared understanding of the mission and the commander's intent to avoid conflict with each other's plans or those of adjacent commands. However, the risk of a major conflict may be greatly reduced through collaborative planning. Under collaborative planning all levels plan concurrently and in concert with one another.

Improvements to IM systems and tools have made effective collaboration in the planning and execution cycle much more practical. Updated IM systems make current data on a rapidly changing operational situation continuously available to all echelons throughout the planning and execution cycle. New IM capabilities support greater communication, broader and more meaningful information sharing and situational awareness, and increased collaboration among commanders, staff sections, and subordinate units.

## 2008. Reachback

Reachback is closely related to collaborative planning. It relies on similar electronic data/communication technology to reduce the size of deployed staffs. It gives deployed forces Internet-like access to virtual staffs via a global network of military, government civilian, or consultant specialists. The Marine Corps Chemical Biological Incident Response Force (CBIRF) provides an example. CBIRF links electronically to experts in government, academia, and the medical profession. This link allows instantaneous consultation between CBIRF members dealing with a chemical or biological disaster and knowledgeable (but non-deployable) specialists from universities, hospitals, and government organizations around the United States. This gives forward deployed personnel a range of expertise otherwise available only at home.

## 2009. Completed Staff Action

A completed staff action fully presents the issue to be decided. It should include conclusions and any recommended COA(s). It should only require the commander's approval or disapproval. All necessary inter-staff coordination and all necessary preparations for issuance, receipt, ensuring compliance etc. must be complete. All matters brought to the commander for decision should be completed staff actions. Ideally, the entire problem under consideration should be presented as a single item of completed staff action. If the problem is complex but susceptible to more effective treatment in parts, each part may be presented as a separate completed staff action.

# Planning, Execution and Assessment

Commanders and their staffs plan, execute, and assess operations. Planning envisions a desired "end state" and lays out effective ways to reach it. Execution is the implementation of the plan that brings about this end state. Assessment evaluates the actual end state achieved to determine its impact on the current plan and subsequent decisions.

## 3001. Planning

Planning is an essential element of command and control. The commander initiates the planning process by organizing his staff to gather, manage, and process information essential to decision making and execution. Planning supports decision making by helping the commander and staff appreciate the larger environment and understand the true nature of the problem. It supports execution by identifying and detailing the specifics of implementation.

For an effective planning process that enables the command to understand and adapt as the situation changes, the commander must ensure that appropriate feedback pathways are in place. These pathways connect ongoing planning with execution results and other sources of information.

## 3002. Execution

The execution of an operation requires the concerted action of the commander and his subordinates. These conduct operations based on the OPLAN or OPORD, modified as necessary to accomplish the mission and conform to the commander's intent. While planning is largely a centralized effort, successful execution requires a decentralization of decision making authority. Subordinate commanders closest to the action must be able to deal rapidly with unforeseen situations without appealing to higher authority but still conforming to the commander's intent. These subordinate commanders working together laterally and from the bottom up constitute a highly responsive network that deals with situations as they evolve and provides a valuable feedback loop.

During execution commanders should position themselves where they can best maintain their situation awareness and make timely and relevant decisions.

Commanders have three basic methods for maintaining situation awareness: battle rhythm, collection plan, and feedback, such as combat reporting.

The commander's battle rhythm is an important command and control tool. It increases situational awareness and access to critical information. It will likely include meetings with higher and adjacent commanders, visits to subordinate commands (to personally observe their situation), and interaction with the commander's own staff. The intelligence collection plan provides information. This may come from "front-end" collection such as responses to CCIR(s), validation of target locations, or post-event information such as bomb damage assessments. Feedback is also a critical resource. It helps define the gap that exists between the current situation and the desired future state.

## 3003. Assessment

Assessment is the continuous monitoring and evaluation of the current situation to measure the progress of an operation. Monitoring identifies opportunities for the force, threats to the force, and gaps in information. Evaluation compares relevant information about the situation or operations against desired end state criteria to judge success or progress.

Assessment is continuous throughout planning and execution. It focuses on the goals for the operation. It occurs at all echelons and levels of war. It applies to all aspects of an operation and considers all elements of the force as well as all the warfighting functions (command and control, intelligence, fires, maneuver, logistics, and force protection). Assessment must always link, and ultimately reflect, progress towards the objectives set by the current OPLAN/OPORD. Assessment focuses on the future. Current and past actions are of little value to it unless they can serve as a basis for future decisions and actions.

Assessment answers the commander's questions:

- "How are we doing?"
- "Are we doing the right things?"
- "Are we doing things right?"
- "What's next?" "When?"

To answer the questions above, the staff should identify Measures Of Performance (MOP) and Measures Of Effectiveness (MOE). MOP and MOE are integral parts of any assessment plan. Assessment should help the commander identify success or failure, determine the extent to which required conditions for follow-on actions have been met, and recognize whether a particular end state, or desired future state has been reached. More importantly, assessment should enable the commander to determine "the why" of success or failure, and estimate the overall progress of an operation as it unfolds so he can make informed decisions for the future.

# 3004. Staff Section Dynamics and Integration

## a. Command Group

In a MSC, the command group consists of the commander, deputy commander, and COS. This is the command's primary decision making body. However, the commander will issue specific guidance regarding which decisions will remain the commander's prerogative and which may be delegated to subordinates.

## b. Battle Staff

The battle staff is organized by the commander from his principal and special staff sections. It conducts crisis response and combat operations. It may require augmentation from outside the command. The battle staff closely monitors the areas under its staff cognizance and provides detailed recommendations, information, and analysis to the future plans, future operations, and current operations cells (sections). It has six main functions:

- Receive data.
- Analyze information.
- Distribute knowledge.
- Make recommendations to the command group.
- Integrate resources.
- Synchronize resources.

## c. Staff Integration

Effective staff integration is achieved when functional expertise from across the staff and from stakeholders outside the staff comes together to directly support the commander's decision cycle. The key aspect of staff integration involves the creation, management, and use of an effective staff battle rhythm. This is accomplished by a thorough understanding of the commander's decision making style and how he interacts with the staff. Proper staff integration leverages the staff's analytical capabilities by ensuring synchronized interaction between its boards, bureaus, centers, cells, and working groups (B2C2WG). These enhance staff coordination and facilitate planning, monitoring, and assessment. Virtual collaboration tools facilitate participation in B2C2WG(s).

## d. Battle Rhythm

Battle rhythm is the deliberate daily cycle of command, staff, and unit activities. Its objective is to synchronize current and future operations. It is managed by the COS with assistance from the IMO. It is described as the sequencing and

execution of actions and events within a command. These are regulated by the flow and sharing of information used in decision making. The operational battle rhythm synchronizes staff activities and should be logically arranged to ensure the sequential flow of inputs and outputs between B2C2WG(s). As a practical matter, a command's battle rhythm consists of a series of meetings, reports, and other events and outputs. These activities may occur daily, weekly, monthly, or quarterly.

The staff's battle rhythm is commander-centric. The synchronization of battle rhythm activities focuses on the commander's decision cycle. The staff battle rhythm requires flexibility, adaptability, and the ability to balance mission requirements and HHQ demands. An effective battle rhythm provides structure and foundation for staff and unit level interaction, planning, and prioritization with all inputs and outputs of the battle rhythm events linked together.

A battle rhythm also provides a time management structure for the commander and staff. The battle rhythm must integrate the decision cycle across the three event horizons (current operations, future operations, and future plans). It must be compatible with the battle rhythms of higher and adjacent commands and other stakeholders. It must provide subordinate commands with timely direction and guidance. It must also prioritize the efforts of critical staff functions that are in high demand for working groups, boards, and operational planning teams. Finally, an effective staff organization needs a logical and mutually supporting system of B2C2WG(s).

## e. Future Plans Section

The future plans section is normally under the staff cognizance of the G-5.  The G-5 forms a liaison element to the HHQ staff and integrates the HHQ plan into his planning process, ensuring that it meets the intent of the higher commander.

The future plans section links HHQ and the future operations section by looking beyond the next battle or phase currently being planned. Upon receipt of tasking from HHQ, the future plans section initiates the planning process for the "events after next" and develops an outline plan. Depending on the situation, it may focus on a specific phase of an operation, develop reconstitution requirements, or plan a deployment. The G-5 may form an OPT to focus the future plans' effort and gather relevant planning expertise. This OPT will help the commander frame the problem relative to the organization's capabilities, command relationship requirements, and the battlespace.

The future plans section may also develop sequels, support relationships for the next phase, and plans to ensure that the force does not reach a culminating point. It then takes the outline plan it has created and hands it over to the future operations section for detailed planning.

## f.  Future Operations Section

The future operations section is the focal point of the planning process. It is under the staff cognizance of the G-3. It usually forms the nucleus of the OPT and coordinates with the future plans and current operations sections to integrate planning of the next battle or phase of the current operation. It takes the outline plan from the future plans section and uses it as a basis for further planning. It interacts with the G-2 to shape the next battle. To ensure a seamless transition from future to current operations one of these sections (G-2 and future operations) should have a representative with the other.

**Operational Planning Team (OPT)**: This is a dynamic, task organized planning team formed by either the future plans or future operations sections. It fully integrates plans officers from other sections, warfighting function representatives, higher/adjacent/subordinate unit representatives, and subject matter experts into the planning process. It frames the problem, develops COA(s), war games them, and then advises the commander on which to select. It writes and transitions the OPORD to current operations. It is the critical link between the future plans, future operations, and current operations sections.

## g.  Current Operations Section

The current operations section is under the staff cognizance of the G-3. During operations, it receives the OPORD or operation plan (OPLAN) from the OPT and future operations section during transition. Current operations section responsibilities include:

- Coordinate and execute the OPORD.
- Prepare and transmit tasking orders, execute orders, and FRAGORD(s).
- Monitor operations of the force.
- Track CCIR(s) and immediately report relevant information to the commander.
- Analyze battlespace information.

The current operations section normally receives branch plans during the transition brief. When as the situation evolves, the current operations section refines existing branch plans or develops a new branch plan. To accomplish this, the current operations section develops new COA(s), allocates resources, and prepares fragmentary orders to modify the current OPORD. It assesses shaping actions and the progress toward the commander's decisive actions. It monitors the status of forces and materiel and rear area operations. It also coordinates terrain management, maintains essential maps and information, and provides situational awareness to the future operations section.

## h.  Assessment Cell

On larger, more senior staffs, the commander may form an assessment cell. This cell normally shadows the planning effort, looking for elements of the plan that involve a measurable progress toward a planned goal or condition. Since some conditions are necessarily complex, commanders and their assessment cells may use MOP(s) and MOE(s) to determine the degree to which a condition has been satisfied. Assessment cells may also act as red cells which assess plans and operations from the enemy's perspective; or green cells which assess plans and operations from the perspective of the indigenous population, host nation government, and other stakeholders within the operating environment.

## i.  Crisis Action Team (CAT)

The G-3 current operations has staff cognizance of the CAT. A CAT is usually formed in the initial stages of a crisis. It collects and manages information, and is task-organized to reflect the unique nature of the crisis it exists to deal with.

The CAT may initiate the planning process. It develops situational awareness, and accesses previously prepared and emerging planning products from the joint operation planning and execution system (JOPES). For common situational awareness, members of the CAT are identified in advance and recalled as needed for initial crisis action planning. The CAT typically includes representatives from all sections of the battle staff. For extended operations, the CAT's planning and execution functions transition to the normal planning sections (current operations, future operations, and future plans).

## j.  Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG)

Effective operations require close coordination, synchronization, and information sharing across the staff directorates and higher, subordinate and adjacent commands. The most common technique for promoting cross-functional collaboration is to form B2C2WG(s) and other enduring or temporary organizations to manage specific processes and tasks supporting mission accomplishment. B2C2WG(s) facilitate planning by the staff, decision making by the commander, and execution by the HQ. Although cross-functional in their membership, most B2C2WG(s) fall under the oversight of the principal staff directorates. The commander establishes policies and guidelines, and provides guidance to the COS concerning B2C2WG establishment. As a practical matter, the commander establishes and maintains only those B2C2WG(s) that enhance planning and coordination and decision making within the command. The commander establishes, modifies, and dissolves these functional entities as the needs of the organization evolve. Staffs and B2C2WG members must understand that the process is not contained within the group but is part of an overall process utilizing inputs and providing outputs linked to the commander's battle rhythm and other B2C2WG(s). Figures 3-1 and 3-2 are illustrative

examples of the B2C2WG linkages and how B2C2WG(s) integrate to support the commander's battle rhythm.
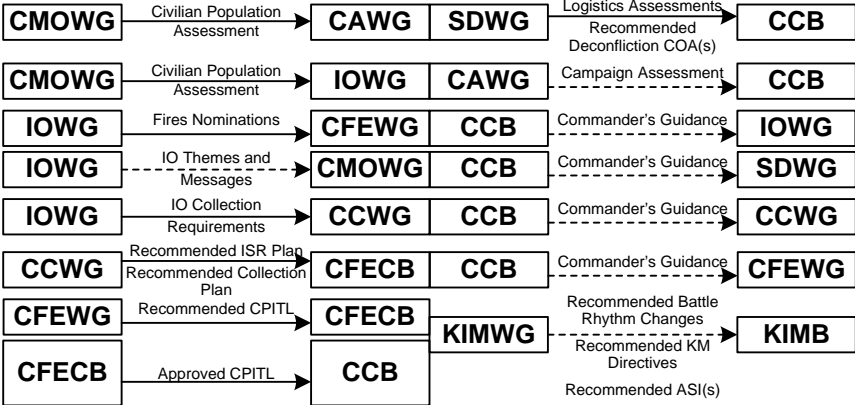


**Figure 3-1: Example of B2C2WG Linkages**
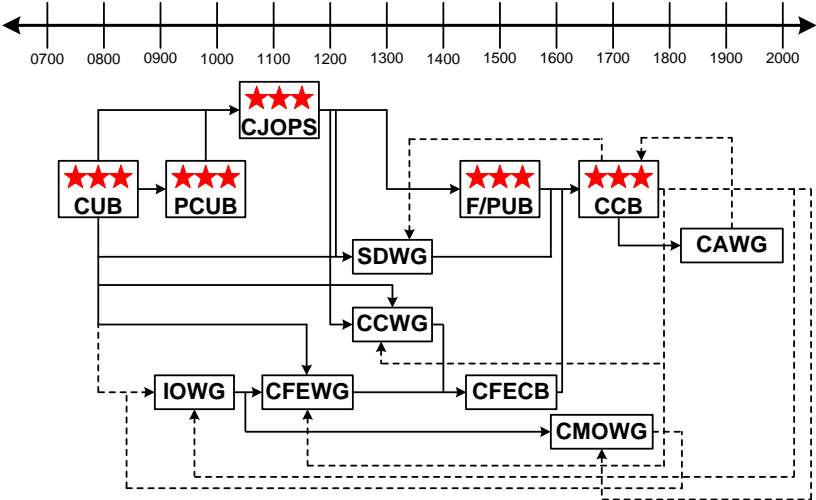


**Figure 3-2: Example of B2C2WG Integration with the Commander's Battle Rhythm**

Abbreviations for both Figures 3-1 and 3-2:

CAWG     campaign assessment working group
CCB      commander's coordination board
CCWG     combined collections working group
CFECB    combined fires and effects collections board

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| CFEWG | combined fires and effects working group |
| CJOPS | Chief Joint Operations [possible use of GCC update] |
| CMOWG | civil-military operations working group |
| CUB | commander's update brief |
| F/PUB | future plans update brief |
| IOWG | information operations working group |
| KIMB | knowledge and information management board |
| KIMWG | knowledge and information management working group |
| PCUB | PACOM commanders update brief [or HHQ Update Brief (HUD) |
| SDWG | sustainment/distribution working group |

As illustrated in Figure 3-1, B2C2WG(s) are structured, and synchronized to provide forums for bringing together functional expertise. Functional experts come from across the staff, and from external stakeholders. They make staff coordination more routine, facilitate monitoring, assessment, planning, and management of current and future operations and future plans. Many commands leverage virtual collaboration tools to facilitate participation (See Figure 3-2).

- **Board**: an organized group of individuals appointed by the commander (or other authority) that meets for the purpose of facilitating a staff action and accelerating the decision cycle by recommending a decision on, or a solution to, a key issue. The Board's convening authority determines the scope of its mission. Board members typically include representatives (LNO) from major staff elements, subordinate commands, and other interested organizations. A targeting board is an example.

- **Bureau:** a long-standing organization, created to perform a specific function or activity within a command. A visitor's bureau is an example.

- **Center:** A center is an enduring functional organization with a supporting staff. It often operates from permanent facilities. Center members typically include LNO(s) from subordinate or external organizations. Despite security risks, centers may include coalition and host nation representation in order to provide a more holistic view. Examples of centers include the COC and the tactical air command center (TACC).

- **Cell:** a subordinate organization formed around a specific process, capability, or activity within a designated larger organization. Examples of cells are an IO cell and an assessment cell.

- **Working Group:** established to analyze (or synthesize) a given issue or mission area for the benefit of the command. It may be an enduring or ad hoc. It consists of a core functional group plus representatives from other interested command elements. It makes an excellent venue for collaboration with other stakeholders. A good example of a working group is the information operations working group.

### 3005. Liaison Support

Liaison is the contact or intercommunication maintained between military forces to ensure unity of purpose and action. It helps to reduce the fog of war. It ensures that senior commanders remain aware of the situations faced by subordinate elements of their own commands and adjacent elements of other commands. Overall, liaison is another tool to help commanders overcome friction and accomplish their mission.

### a.  Command Liaison

Commanders of all organizations routinely maintain contact with commanders of adjacent units even though there may be no official command or support relationship between them. Such contact facilitates mutual security and support. The exact nature and scope of command liaison is dictated by the situation, command relationships, or direction from a common superior.

### b.  Staff Liaison

Staff officers of all organizations routinely initiate contact with their counterparts at higher, lower, adjacent, supporting, and supported commands. This contact opens channels of communication that are essential for the proper planning and execution of military operations. Staff liaison may also include temporary assignment of liaison elements to other commands.

### c.  Liaison Officers (LNO)

Stationing an LNO with a higher or adjacent command is the most commonly used means of maintaining contact with that command. As the commander's personal representative, the LNO has direct access to the commander and is empowered to make appropriate recommendations and decisions when communication fails. The LNO communicates critical information directly to or from key members of the receiving command. The LNO must have sufficient rank and experience to properly represent the command. For an LNO, the ability to communicate effectively is as essential as sound judgment.

### d.  Operational Planning Team (OPT) Representatives

OPT representatives from a subordinate, adjacent, or supporting command are often key contributors to a command's planning effort. They provide timely and accurate information from their respective commands and facilitate integrated planning. Normally, an OPT representative's primary responsibility is to a specific element of the planning effort. He may only be prepared to offer limited assistance in other areas such as logistics or targeting.

## e. Liaison Team

A liaison team replaces a single LNO when the workload exceeds the capacity of one individual. A liaison team normally consists of one or more officers, a liaison chief, clerical personnel, drivers, communications personnel and equipment. The grade of the senior team member depends on the parent and/or host unit size and the personnel available to the parent unit. A requirement for continuous operations will normally require the use of a liaison team. Liaison team members may also function as couriers.

**Part IV**

# Command and Control (C2) Centers

C2 centers support the commanders of all units of battalion/squadron size or larger. One or more C2 centers can support each battle staff function. From these centers, watch officers and cells from the various staff sections plan, monitor, coordinate, control, and support the day-to-day activities of the unit. These centers include the personnel, software, hardware, shelters, and ancillary equipment needed to support command and control.

Specialized C2 centers within the Marine air command and control system (MACCS) give an ACE commander C2 over aircraft and missiles. Marine Air Control Group (MACG) units install, operate, and maintain these centers.

The key C2 centers supporting the functional areas of maneuver, intelligence, fires, aviation, logistics, and communications are discussed below, as are the shipboard C2 facilities that support Marine forces. Adequate information systems support and data communication connectivity are essential for efficient operation of these centers.

## 4001. Maneuver

## a.  Combat Operations Center (COC)

The COC is the command's "nerve center." It fuses incoming information to provide situational awareness for the commander and his staff. It consists of staff section watch officer and enlisted Marines. It may include government civilians and contractors. Marine Corps doctrine does not prescribe the layout or manning of any COC. This gives the commander wide latitude to organize his COC to meet his needs.

The COC is used to direct current operations. It is typically manned by representatives from each principal staff section within the command. The G-2 and G-3 watch officers use the COP to monitor and coordinate activities for the commander. COP and CCIR-related input from the staff sections and other sources provides situational awareness. At lower echelons, the senior watch officer may also be the operations watch officer. Other watch officers may be staff noncommissioned officers (SNCO). It is important that a lower echelon COC that must frequently displace in response to the tactical situation be as

mobile as possible. In ground combat units at the battalion and even the regimental level, the COC may have to be foot mobile.

While a COC still relies heavily on voice communication, it increasingly uses automated tactical information and data communication systems as new technologies appear. Information management requires strict procedures to maintain information flow without overwhelming the often limited information processing capabilities that a COC may have. Such procedures must focus on timely CCIR satisfaction and COP maintenance.

## b. Echelons of Command Posts

At any level of command, the commander decides how to employ his unit's command and control assets. In a dynamic operational environment, a commander typically echelons his C2 assets into forward, main and rear echelons. These echelons may also be known as Alternate Command Posts, Tactical Command Posts, Jump Command Posts, and Alpha and Bravo Command Groups. Such terms are used throughout the Marine Corps.

Distribution of C2 assets into forward, main and rear echelons improves C2 security and survivability. It places less mobile, more vulnerable and less urgently needed assets further from harm's way. Keeping the more mobile, less vulnerable and more essential C2 assets with the commander improves his flexibility and responsiveness. They also enhance his situational awareness.

Echeloning of command posts allows the commander the flexibility to tailor his C2 elements to his tactical situation and mission. The size, manning, location, method of mobility, equipment and C2 systems required for each CP echelon should be part of the command's SOP.

## c. Rear Area Operations Centers (RAOC) and Rear Area Command Posts (RACP)

Successful rear area operations require an effective C2 organization. This must be backed by reliable communication systems, intelligence, and planning. The commander may retain C2 of rear area operations himself or delegate control of some or all rear area operations to a rear area coordinator (RAC) or commander (RACOM). A RAC/RACOM typically establishes a C2 facility from which to execute rear area operations. A facility established for an RAC is a rear area operations center (RAOC). A facility established for an RACOM is a rear area command post (RACP). Both RAOC and RACP include operations and logistic cells to coordinate the following:

- Security and military police forces.
- Fire support agencies.
- CS and CSS units.
- Movement control agencies.

- Other C2 facilities.
- Bases and base clusters.
- Other organizations as necessary, such as a CI team or CAG detachment.

A rear area C2 facility integrates and coordinates its activities with the main and forward command posts to ensure that the commander retains awareness of his battlespace and can promote a single battle effort. The rear area C2 facility must have reliable connectivity with the higher, adjacent, and subordinate headquarters involved in rear area operations. Connectivity to the joint rear area intelligence network, movement control infrastructure, and other support structures is also vital to the successful conduct of rear area operations. Depending on the threat, a rear area organization may require fire support and a fire support coordination capability.

## 4002. Intelligence

A MAGTF establishes intelligence operations centers (IOC) under the G-2 to provide centralized direction for the overall intelligence effort. These consolidate, validate, and prioritize intelligence requirements from all elements of the command. The combat intelligence center (CIC) links the command to theater, national, and allied intelligence assets. The CIC includes as key internal nodes the tactical fusion center (TFC) and the surveillance and reconnaissance center (SARC). Both the reconnaissance operations center (ROC) and the operations control and analysis center (OCAC) support it. The CIC also provides detachments to support both the current and future operations cells.

## a. Tactical Fusion Center (TFC)

The TFC produces intelligence analysis, production, and targeting information for MAGTF use. An integral part of the current operations effort, the TFC collocates with the COC. It receives information from organic and supporting MAGTF collection assets and fuses it together along with previously collected data. It then feeds the resulting data to MAGTF consumers.

## b. Surveillance and Reconnaissance Center (SARC)

The SARC is the primary intelligence C2 node used to direct, coordinate, monitor, and supervise intelligence collection by MAGTF assets. The SARC places itself near the IOC. It assigns collection tasks to intelligence battalion assets (CI/HUMINT, ground sensors, imagery interpretation, topographic, etc.), the reconnaissance operations center (ROC), unmanned aerial vehicle squadron, and radio battalion, The SARC forwards the results to the TFC for incorporation into current intelligence products.

### c. Reconnaissance Operations Center (ROC)

Organized from reconnaissance battalion personnel, the ROC functions as the operations, information and coordination center for all deployed reconnaissance teams (force and/or divisional). It places itself near the TFC and/or in or near the SARC or stations liaison personnel with these entities. It gathers information from deployed teams, and passes it to the TFC/SARC for fusion into the overall intelligence picture. The ROC also (as needed) plans and coordinates the insertion/extraction, resupply and movement of its reconnaissance teams.

### d. Operations Control and Analysis Center (OCAC)

The OCAC provides centralized direction, management, and control of SIGINT and other electronic warfare activities within the command. It also works with theater and national assets. Located near the IOC and serving as interface between the radio battalion and G-2 the OCAC processes, analyzes, and disseminates all electronically collected information.

### e. Intelligence Center (IC)

The G-2 establishes intelligence centers at all echelons of the command down to the battalion level. IC personnel collect, process, integrate, analyze, evaluate, interpret and continually update intelligence information. This information is then used to support current and future operations. Whenever possible an IC should place itself in or near its supported COC.

## 4003. Fires

Maneuver units use fire support C2 centers to coordinate their fire support. Artillery units use them to provide tactical and technical fire direction.

### a. Force Fires Coordination Center (FFCC)

The FFCC is a MEF level entity that assists the commander in planning and coordinating deep fires. It plans, acquires, and maintains target information, and coordinates and integrates MEF level fires with current and future operations. Located within the MEF main CP, the FFCC performs targeting functions in support of both current and future operations. Additionally, the FFCC coordinates between MEF and joint task force (JTF) targeting boards and centers. The COC may integrate FFCC watch officers to facilitate the coordination of deep fires. Other FFCC functions include:

- Monitor and support the MSC(s) through fires within their assigned AO(s).
- Plan, prepare, execute, and assess fires in the deep fight or any area within the AO not specifically assigned to a subordinate commander.
- Guide, direct, and allocate resources to subordinate and supporting units with lethal and non-lethal weapons capability.

- Plan for fires as an integral element of the overall concept of operations in conjunction with the other warfighting functions to promote a single battle and provide planning, execution and assessment direction to the MSC(s).

- Sponsor and host targeting boards to confirm the commander's guidance regarding apportionment, targeting priorities, and linkages to planned decisive actions, the main effort, and schemes of maneuver. The boards also serve to convert conceptual and functional planning into detailed executable plans, needed for execution such as the ATO.

- Track changes in the battlespace so the commander can continue to provide informed direction and resource allocation.

- Validate targets located in areas outside subordinate AO(s), select a capability to engage the targets, and provide the priority and desired effects so the tasked unit will know whether to interrupt fire missions, divert sorties, or address the target in a subsequent cycle.

- Coordinate with higher, adjacent, subordinate, and supporting C2 centers to integrate and deconflict fires.

## b. Fire Support Coordination Center (FSCC)

Each Marine ground combat organization from division to battalion employs an FSCC as an advisory and coordination agency. The FSCC is collocated with the COC. The senior FSCC coordinates and deconflicts fires support efforts among subordinate units and FSCC(s). The FSCC includes the fire support coordinator (FSC), a fire support team liaison element, tactical air control party (TACP), and (if needed) a naval surface fires liaison team. At division level the commanding officer of the artillery regiment serves as the FSC. At regiment level the FSC is typically provided by the supporting artillery battalion. For an infantry battalion the FSC is normally the weapons company commander.

An FSCC is a "one stop shop" with its own communications and the ability to coordinate all forms of fire support. The FSC organizes and supervises the FSCC under the staff cognizance of the G-3. The quantity of personnel and equipment in any given FSCC varies with the level of command, the size and complexity of the supported force, the level of planning and coordination required, and the desires of the commander. FSC functions include:

- Advise the commander on fire support.

- Coordinate estimates of supportability.

- Participate in the targeting process.

- Prepare the fire support plan with help from the supporting arms representatives.

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- Assess whether the fire support plan is feasible with currently available assets and coordinate with the G-3 for additional assets, if necessary.

- Coordinate FSCM(s) with maneuver control measures.

## c.  Fire Direction Center (FDC)

An FDC exists in each artillery regiment or battalion headquarters and in each cannon or rocket battery. An FDC exists to plan and control fires. Fire direction activities may be tactical or technical. Regimental and battalion level FDC(s) exercise tactical fire direction. Battery FDC(s) exercise technical fire direction by calculating firing data. They send this firing data to gun/rocket sections using fire commands. A battery FDC may also exercise tactical fire direction and normally does this when it operates independently (such as in a MEU deployment).

# 4004. Aviation

The ACE commander is the MAGTF commander's chief aviation advisor. He simultaneously participates in aviation planning at the ACE and MAGTF levels and with the naval or joint force air component command (JFACC).

The ACE commander's responsibilities include:

- Assist the MAGTF commander and staff in developing the overall concept for the employment of aviation in support of the force.

- Make air apportionment recommendations to the MAGTF commander.

- Coordinate air operations with the ground combat element (GCE), the LCE, the naval expeditionary force, and JFACC as necessary.

- Develop the air plan and the Marine input to the joint ATO through the air tasking cycle.

The Marine air command and control system (MACCS) provides the ACE commander with several unique C2 centers. These centers are the tactical air command center (TACC), the direct air support center (DASC), and the tactical air operations center (TAOC). The installation, operation, and maintenance of these centers is the primary responsibility of the Marine air control group (MACG). The MACG gives the ACE the only MAGTF personnel trained and assigned to units whose primary mission is C2 support. The MACG also sources air traffic control detachments (for terminal and area air traffic control) besides low altitude air defense and unmanned aircraft system support.

## a.  Tactical Air Command Center (TACC)

The TACC includes personnel from the ACE staff, the Marine tactical air command squadron, and the MACG staff. It is the senior MAGTF air C2

agency, and provides the operational command post from which the ACE commander and his staff plan, supervise, coordinate, and execute all current and future MAGTF air operations. The TACC can integrate, coordinate, and direct all air operations supporting the MAGTF. It interfaces with other ACE C2 agencies, other MAGTF elements, and external civil and military air control organizations. Its primary MAGTF CE interface is with the FSCC/COC. The TACC's primary interfaces external to the MAGTF are with the joint air operations center and the Navy tactical air control center (Navy TACC).

The TACC contains four mutually supporting, cross-functional operational organizations supported by a centralized intelligence organization. It does not provide facilities for all ACE staff functions, but it does provide a facility from which the ACE commander and staff plan and execute aviation and aviation support operations. The TACC organizations are:

- Future plans
- Future operations
- Current operations
- Air combat intelligence (ACI)

The future plans section conducts aviation and aviation support planning for the next mission change. The future operations section develops Air Tasking Orders (ATO) and prepares operation orders or fragmentary orders for the next ACE mission change. The current operations section executes the daily ATO and assesses its effectiveness. ACI is embedded within the TACC. Timely, tailored, and fused intelligence is integral to the support of future plans, and current and future operations. ACI is the focus of all aviation intelligence activities that support the ACE. It produces and disseminates aviation-specific, all-source intelligence, to include assessments of adversary capabilities and vulnerabilities, target analysis, battle damage assessment (BDA), and the current status and priority of assigned targets to assist in execution day changes. Battle staff sections provide tailored staff support to the TACC, including appropriate full-time representation as required. This cross-functional representation within future plans, future operations, and current operations facilitates a fully integrated plan from conception to execution.

The TACC uses specialized information systems and equipment to display a common picture of the aviation situation. The TACC supports all six functions of Marine aviation (offensive air support, antiair warfare, assault support, air reconnaissance, electronic warfare, and control of aircraft and missiles). As the focal point for the planning and execution of air operations, the TACC performs the following functions:

- Manage the execution of the current ACE OPORD or FRAGORD.

- Manage all aircraft and surface-to-air weapons in the AO.

- Monitor the status of organic air assets, ground-based air defense assets, and ground and airborne sensors in support of air operations. Serve as the operational point of contact between the MACCS and external air control agencies.

- Coordinate the operations of subordinate MACCS agencies, and establish the succession of C2 responsibilities within the MACCS to compensate for any serious degradation within the C2 system.

- Develop, issue, and integrate air operations plans and orders including ATO(s), airspace control orders, plus air defense and airspace control plans.

- Recommend apportionment of Marine air assets to the commander.

- Provide centralized direction for the allocation and tasking of Marine air assets.

- Direct execution of air operations.

- Coordinate Marine air operations with other theater air operations.

- Establish all air defense control measures in the Marine's AO including air defense warning conditions and weapons control statuses.

- Evaluate the results of air operations.

## b.  Direct Air Support Center (DASC)

The Marine Air Support Squadron (MASS) provides the equipment and personnel to establish and operate a DASC. The DASC processes immediate requests for air support, coordinates aircraft employment with other supporting arms, manages terminal control assets such as forward air controller (airborne) or FAC(A), and the assault support coordinator (airborne) or ASC(A). The DASC provides procedural control of assigned aircraft (manned or unmanned), and itinerant aircraft transiting through its assigned area. A DASC may operate as a direct air support center (airborne) or DASC(A) to provide extended line of sight communications with low flying aircraft.

The DASC normally collocates or electronically links with the senior fire support coordination agency ashore. In specific cases, where a MAGTF has multiple GCE(s), the DASC may collocate with the designated senior GCE FSCC, at the MAGTF command element (CE), or at a location that offers the best connectivity for the provision of air support. When supporting multiple GCE(s), the DASC will provide either an air support element or an air support liaison team to each GCE to coordinate with the DASC for air support.

The DASC usually deploys air support elements (ASE) to each major maneuver element FSCC. This links them to the MACCS and enables them to request and coordinate direct air support. The size and composition of an ASE varies to meet

situation requirements and/or adapt to asset shortages. The DASC only provides procedural control for aircraft operating in the AO. In expeditionary operations, the DASC is normally the first major air control agency ashore and lands in the same wave as the senior FSCC.

The DASC controls aircraft en route to the forward air controllers serving with ground units. It monitors the aircraft operating in its area and provides them with safety of flight information. It processes immediate air support requests from the GCE. DASC personnel also use their access to the senior FSCC to help the ACE commander maintain awareness of the ground combat situation.

A TACP provides coordination between a GCE unit and the aviation assets supporting it. Each Marine division, infantry regiment and maneuver battalion (infantry, tank or LAR) headquarters includes a TACP. A TACP consists of one or more air officers plus enlisted radio operators. Each maneuver battalion TACP also has two forward air controllers (FAC) to provide terminal control of the close air support aircraft which the DASC passes to them. The air officers serve as special staff officers to their respective commanders. They advise them on aviation issues and prepare requests for air support. They may also serve within the FSCC to assist with air related planning and deconfliction.

Marine aviators and Naval flight officers often serve as airborne extensions of the MACCS. The tactical air coordinator (airborne) or TAC(A) serves as an extension of the DASC and coordinates aircraft en route to offensive air support missions. The TAC(A) receives aircraft handoffs from the DASC, briefs the aircrews, and then turns them over to ground or airborne FAC(s) for terminal control. The ASC(A) also serves as an extension of the DASC and coordinates complex assault support missions. It deconflicts assault support and escort flights as well as fire support missions. Airborne strike coordination and reconnaissance efficiently focuses aviation fires in the deep battlespace. Multi seat aircraft normally perform this function. They also conduct real-time reconnaissance to locate the commander's high priority targets. Once located, the strike coordination and reconnaissance aircrews control attack aircraft in much the same manner as a tactical air coordinator, cycling and deconflicting multiple strike packages as they ingress to the target area.

Although one MASS is supposed to have sufficient assets to support a MEF-level DASC this can sometimes require additional assets from another MASS. A larger DASC can handle more air support requests from TACP(s) and control a greater number of aircraft executing missions. Besides the manned aircraft under its control, the DASC must also maintain communications with other MACCS agencies, the FSCC, unmanned air vehicle squadrons (VMU), and joint and other service air support organizations. At the MEU level, a MASS detachment may be task-organized as an ASE.

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## c.  Tactical Air Operations Center (TAOC)

The Marine air control squadron (MACS) provides the equipment and personnel to form a tactical air operations center (TAOC). The TAOC enables the ACE to detect and identify hostile aircraft and missiles; control the interception of those hostile aircraft and missiles; and provide tactical routing to friendly aircraft. TAOC personnel use specialized information systems, sensors, and dedicated communications links to search their assigned airspace and coordinate air defense for vital areas. The TAOC controls friendly aircraft intercepting hostile aircraft and assists missile units to locate and destroy hostile aircraft. The TAOC transmits to the TACC the information it gains through radar and tactical digital information links and updates the air picture for the ACE commander. The TAOC also interfaces with the US Air Force Air and Space Operations Center and Control and Reporting Center to coordinate joint air defense efforts. The TAOC is movable but not mobile and normally locates to the rear of the AO.

## d.  Air Traffic Control (ATC) Detachments

ATC detachments task-organize to provide terminal air traffic control for expeditionary airfields and other forward operating bases. ATC detachments provide airspace control, management, and surveillance for their designated sectors or areas. They also provide radar approach/departure control, precision and non-precision instrument approaches, control tower operations, and tactical air navigation. Their radars contribute to the overall air surveillance effort.  They can help nearby low altitude air defense teams detect hostile aircraft. They also serve as the Marine liaison with national and international air traffic control agencies. ATC detachments may create task-organized mobile teams to provide an initial, rapid-response capability for the establishment and control of tactical landing zones. A MEU normally deploys with a mobile team.

## 4005. Logistics

## a.  Logistics Combat Element (LCE) COC

The LCE COC serves as the hub for future and current LCE operations planning. There are many ways to organize the LCE COC to conform to the needs of the situation and mission. At a minimum an LCE COC contains representatives from each logistics function (supply, maintenance, trans-portation, engineering, health services, and services). It also has warfighting function representatives, liaison officers, and enablers. LCE COC personnel monitor current operations and maintain status displays of friendly and enemy situations. Additionally, they process support requests from subordinate units and keep the MAGTF CE informed of the CSS situation and its general support logistics posture. The LCE commander may choose either a centralized or decentralized configuration for his COC.

## b. Movement Control Centers

Movement control centers support the deployment of the MEF from its home station, through intermediate bases, to its destination. The MAGTF deployment and distribution operations center (MDDOC) is the principal movement control center for the MAGTF. The Marine Corps component command provides connectivity between the MAGTF and the US Transportation Command through the joint deployment and distribution operations center (JDDOC). It keeps the MDDOC informed of strategic movement issues. The G-3 sets movement priorities. The MDDOC may nest in the G-3 or G-4 depending on the mission.

The MDDOC controls and coordinates all movement support and conducts liaison with the Air Mobility Command, Military Sealift Command, and Surface Deployment Distribution Command along with movement control centers from other agencies, Services, adjacent units, subordinate units, and units assigned to support the command. During employment, the movement control center function becomes the battlefield circulation and tactical movement control of units operating in and traveling through the AO.

## 4006. Communication and Information Systems

The G-6 has control and technical direction over the networks and information systems in the command's communication control center. He also coordinates with external communication network controllers. G/S-6 officers control communication at all echelons from battalion up, using organic and supporting communication units (battalion, squadron, company or platoon/detachment).

Communication control consists of systems planning and engineering, systems control (SYSCON), and technical control (TECHCON). Systems planning and engineering tasks include (1) determining the organization's communication requirements; (2) designing networks to support those requirements; and (3) promulgating the necessary plans, orders, and directives. SYSCON consists of all activities needed to monitor communication system operations and resolve conflicts. Headed by the operations officer of the supporting communications unit, the SYSCON staff establishes the operational systems control center (OSCC) to maintain current information on the availability and operational readiness of CIS.

TECHCON is the centralized technical control of the installation, operation, and maintenance of the communications system. The TECHCON operations staff exercises this control over the technical activities of the communications battalion (squadron, or company) and its detachments.  The TECHCON operations staff receives support from, and directs the activities of the TECHCON facility (see 4006d).

Systems planning and engineering at all echelons is the design and construction of communications networks to meet the communications officer's operational requirements. G-6 systems planning and engineering personnel determine circuits by type and number to meet the command's internal and external communications requirements. Systems planning and engineering personnel normally perform their duties as part of the G-6 staff in the main command post. As the senior communications officer, the G-6 directs the overall systems planning and engineering effort. The communications battalion, squadron or company provides the required personnel. The G-6 at lower echelons, with assistance from the supporting communications unit, plans communications support in accordance with the overall communications plan.

## a. MAGTF Communication Control Center (MCCC)

To coordinate and direct communications control efforts, the G-6, with personnel from the communication battalion, establishes the MAGTF Communications Control Center (MCCC). The MCCC coordinates external communications control with the JTF or combatant commander J-6 through the joint communications control center. An MCCC may also be required to provide communications control support to the Marine component command. Augmentation from additional communication units would be required to support separate MEF and Marine component communications control centers.

## b. Operational Systems Control Center (OSCC)

The systems control staff supervises OSCC activities. The OSCC directs the day-to-day operation of the communication networks, compiles statistics and reports for use in long-range planning, and serves as the focal point for coordination of user requirements and allocation of communication system resources. The communication battalion provides the operational systems control staff and mans the OSCC. In a similar fashion, the supporting communication unit at each MSC provides the operational systems control support for its command. At lower echelons, organic communications unit personnel establish operational systems controls without establishing an OSCC.

## c. Technical Control (TECHCON) Facility

The TECHCON facility provides centralized technical supervision of the installation, operation, and maintenance of selected circuits, terminal equipment, and dedicated services. The TECHCON facility provides the means to conduct technical supervision of circuits and coordinate with other facilities for circuit troubleshooting and restoration. The number of units being supported and types of services provided will determine the size and scope of this facility. Personnel assigned to the TECHCON facility must have the technical expertise and experience to resolve complex communications problems.

## 4007. Amphibious Command and Control Facilities

When a MAGTF is embarked aboard amphibious shipping, the MAGTF commander assumes the role of the commander, landing force (CLF). The CLF and his staff direct the actions of the MAGTF from C2 facilities aboard the amphibious ships. MAGTF C2 may remain afloat throughout the amphibious operation, or it may be phased ashore. Shipboard C2 facilities also support the commander, amphibious task force (CATF), who is the CLF's Navy counterpart and is normally located with the CATF's staff aboard the flagship.

### a.  Landing Force Operations Center (LFOC)

The landing force operations center (LFOC) is the shipboard space allocated to CLF and the landing force (LF) staff to plan and execute LF operations. The LFOC normally locates on the amphibious task force (ATF) flagship. The LFOC staff members are the same personnel who man the MAGTF COC when, and if, it phases ashore. The functions of the LFOC mirror those of the COC. Larger ATF(s) may have more than one LFOC equipped assault ship. If so the MAGTF CE typically uses the flagship's LFOC while the major subordinate commands (GCE, ACE, and LCE) use LFOC(s) on other ships.

### b.  Supporting Arms Coordination Center (SACC)

The SACC coordinates supporting fires within the amphibious operating area. Located aboard the amphibious flagship, the SACC consists of a supporting arms coordinator and naval surface fire support, air support, and target information sections. ATF operations, intelligence and communications, and LF fire support personnel operate the SACC. SACC functions are similar to those of any FFCC and/or FSCC that may be subsequently established ashore. The SACC will include an LF liaison team if the responsibility for coordination of supporting arms is passed ashore.

The SACC keeps the CATF and CLF informed of developments affecting the coordination of air, naval gun and artillery fires. It receives fire requests from the ATF or LF and ensures that all fires are integrated to achieve the maximum effect. The SACC continually updates and displays fire support information and promulgates instructions concerning restrictive fire plans and troop safety. The SACC staff prepares surface fire support plans and supervises their execution.  The SACC also works with the appropriate ATF and LF air control agencies to coordinate air operations. It maintains records of targets in the objective area and monitors relevant fire support activities when sufficient fire support coordination agencies establish themselves ashore and the CLF assumes fire support coordination responsibility.

## c.  Navy Tactical Air Control Center (Navy TACC)

Normally established aboard the ATF flagship, the Navy TACC directs and coordinates all tactical air operations in the objective area until Marine air control agencies ashore can assume this function. A Navy TACC consists of a tactical air controller, an air support controller, an antiair warfare coordinator, and appropriate operations, intelligence, and communications personnel and equipment. Personnel and equipment for the Navy TACC come from the flagship, the ATF staff and a designated tactical air control squadron.

## d.  Helicopter Direction Center (HDC)

The helicopter direction center (HDC) also operates from the ATF flagship and uses assets supplied by that ship. It directs and controls all rotary wing and tilt rotor aircraft during an amphibious operation. It consists of a helicopter director, (responsible to the tactical air commander), a helicopter direction net officer, a helicopter air controller, and appropriate support personnel.

An HDC operates under the overall direction of the Navy TACC. It advises the Navy TACC on all matters pertaining to the movement of rotary wing and tilt rotor aircraft that require coordination with other agencies. It monitors the availability status and location of all embarked rotary wing and tilt rotor aircraft. It receives and processes requests for rotary wing and tilt rotor aircraft support. It then designates the units that will provide the requested support. It also controls all rotary wing/tilt rotor aircraft movement from wave rendezvous to the initial point and from takeoff at the landing zone to the breakup point. The HDC also controls movement of helicopters and tilt rotor aircraft between platforms. Finally, it assists the DASC in controlling aircraft over the water after control has been passed ashore.

## e.  Tactical-Logistical (TACLOG) Groups

The LF establishes TACLOG Groups on an "as needed" basis. Normally they are aboard control ships at each landing force echelon and paired with Navy agencies controlling ship to shore movement. During vertical assaults they will be aboard every helicopter capable assault ship. A TACLOG group assists the ATF in the ship-to-shore movement of troops, equipment, and supplies. It consists of operations, CSS, embarkation, and communications personnel provided by the landing force organization which it supports.

The TACLOG is task-organized to keep the naval control agency it works with advised as to the location of the units the TACLOG supports and their equipment, and supplies. It also monitors their movement ashore and their current unloading and landing status. It keeps appropriate commanders informed of the progress of their supported unit(s). It also responds to routine requests received from the supported unit(s) and advises the naval control agency of any necessary changes to the prescribed landing sequence.

## f.  Joint Intelligence Center (JIC)

The joint intelligence center is the principal intelligence operations C2 node for both the ATF and the LF. It is normally established on the ATF flagship. It integrates intelligence from all sources for the ATF, LF, higher headquarters and any other interested elements. This ensures the most efficient use of intelligence resources for meeting the force's intelligence requirements.

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# Information Management

Information management (IM) is an essential tool for effective staff action. Every staff officer must understand, master and cultivate the IM skill-sets in order to provide the right information to the right people at the right time. IM consists of three mutually supporting pillars: people, processes, and technology.

## 5001. People: Commanders and Their Staffs

Commanders of organizations large enough to warrant staffs are normally removed from the scene of the action both physically and hierarchically. As a result, they rely heavily upon their staffs to keep them informed about the current situation of their command(s) and the progress of their operations. To better enable his staff to do this, the commander should ensure it understands his information requirements in both substance and form. These requirements will normally include CCIR(s) and CSNE(s).

A technique commanders often use to keep themselves up to date is the battle rhythm. A battle rhythm is a schedule of events through which the commander gains the essential knowledge to make sound decisions. A battle rhythm can include visits to subordinate units, meetings with representatives of higher and adjacent commands, and discussions with the staff. The chief of staff normally manages the commander's battle rhythm.

The staff's most important functions are to save the commander time and to serve as his eyes and ears. It does this by distilling, fusing and analyzing the vast amounts of raw data it receives into knowledge that enables the commander to make informed decisions. When the commander makes a decision the staff plans and/or oversees its implementation. When the commander's decision requires an immediate response to a given situation current operations will take the lead in bringing about its dissemination and execution. When the decision requires a deliberate plan the whole staff conducts the necessary functional and detailed planning. Its objective is to operationalize the commander's vision of the action to be taken and to develop the specifics of how it is implemented.

An IMO establishes policies and procedures for IM within a given command. Depending on the commander's preferences, the IMO may be either a special staff officer working directly under the COS or the IMO may be a member of

the operations center and under the staff cognizance of the G-3. In addition to the IMO, each general staff section should assign one of its members to be its IM representative and to conduct internal staff IM functions.

## 5002. Processes

The command IMO, with the guidance of the COS or XO and in coordination with the IM representatives of each staff section and subordinate unit, develops the Information Management Plan (IMP). The COS then promulgates it in Annex U (Information Management) of the Operations Order. The IMP defines IM procedures. A good IM plan should provide information security and includes processes to ensure easy access to information to those who need it while denying access to those who do not. In a planning directive, Annex U should only address those IM processes unique to the current operation or a theater of operations. Examples include processes required to incorporate systems supporting multinational operations (shareable networks) and systems not organic to the Marine Corps.

The IMP, whether a stand-alone document or part of a larger plan, addresses the detailed specifics the staff needs on a daily basis to manage information. The IMP should address, among other things, information storage protocols such as file naming conventions, security, dissemination, location, and priorities. What an IMP cannot provide is the maturation of information, which is a uniquely human activity which relies on individual talents to apply the cognitive skills of analysis, synthesis, and evaluation. Used properly, an IMP promotes organizational competence by improving a staff's efficiency and increasing planning tempo. An IMP can be especially useful for improving coordination among multiple users who must cooperate in the accomplishment of recurring tasks, such as the internal functioning of a COC.

## 5003. Technology

Far from reducing the role of human intervention in the IM process, technology substantially increases it. The best use of technology is to automate routine functions that information systems can accomplish more efficiently than people, so the people can focus on the aspects of IM that require judgment and intuition and turn knowledge into understanding.

Technology should help improve the flow and value of information, but it is not simply a matter of increasing volume. Our C2 systems should minimize the input burden. Information input should occur automatically. The information inputted should be in a form that best supports presentation in forms most useful to people. These may require visual images rather than lists of data.

# Appendix A

# Staff Action Papers and Formats

Minor differences in formats and purposes of staff action papers exist between commands, based on the command's organizational mission and the preferences of the commander. There are no major differences, though, and a general description of the types of staff action papers with examples of formats are found below.

## a. Information Paper

An information paper conveys information to prepare for a meeting or briefing. Facts are presented in clear, concise wording using bullet format. The three types of information paper are fact sheets, memorandums for the record, and memorandums.

A fact sheet conveys information to an informed principal. It updates the commander returning from trips, furnishes material for a Congressional hearing, submits material for briefing books for a trip, or answers a query. A fact sheet should be one page and normally provides a rapid update on a specific topic familiar to the user. See Figure A-1.

A memorandum for record reports on an event or action that would not otherwise be recorded, and is also limited to one page. It is used to record the minutes of a meeting, a telephone conversation, or information from a one-time source. See Figure A-2.

A memorandum is often an informal note to individual staff members in the daily conduct of routine business. Enclosures such as itineraries and schedules may be attached.

## b. Point Paper

A point paper guides the user in discussions outside the command. It should not exceed two pages. An abbreviated sentence structure is desirable, but clarity must be maintained. Point papers are often compiled into books for use during trips, command visits, discussion with visitors, and conferences. See Figure A-3.

## c.  Discussion Paper

A discussion paper is prepared for subjects to initiate discussion, obtain views or decisions, extend a recommendation, emphasize a command position, or other reasons. A good discussion summary advises the commander about the discussion objectives, subjects to avoid, and the recommended position to take.

## d.  Talking Paper

A talking paper is prepared in bullet format. It is intended use is in oral discussions for an audience already familiar with the subject. See Figure A-4.

## e.  Position/Decision Paper

A position/decision paper presents the command's position on unresolved issues, with background information to substantiate that position and to oppose contrary views. It may include a talking paper as an enclosure if a discussion is anticipated and would assist the user in covering the subject. It summarizes an issue, including its status and any recommendations. The paper is written in simple narrative style using direct, active sentences and does not exceed two pages. Level of detail is determined by knowledge level of the intended user. See Figure A-5.

## f.  Staff Summary Routing Sheet

A routing sheet coordinates routine actions within the staff.  It is an informal means of communicating with the various elements of the Marine Corps. A routing sheet's multipurpose format serves as a referral slip, memorandum, summary of action, and permanent record of the internal coordination on an action. An action paper with routine correspondence submitted for information is often forwarded with a routing sheet.

## g.  Letter

Frequently, sending a letter to a designated recipient is the action recommended, and a draft letter is attached to a decision paper for approval, signature, and dispatch.

## h.  Message

Some actions may recommend dispatching a message. A message may be transmitted electronically or sent by mail or courier, depending on requirements for speed of delivery and security. Precedence is a designation assigned to a message by the originator to indicate to communications personnel the relative order of handling and to the addressee the order in which the message is to be

noted. Each precedent code has a corresponding time objective to guide message release and handling.

**Precedence Code and Time Objective**

Flash: As fast as possible (10 minutes or less).

Immediate: 30 minutes.

Priority: 3 hours.

Routine: 6 hours.

Whenever a message is prepared that includes the word "not" (where the accidental omission of the "not" would produce the opposite or other action than that desired) add the words "repeat not." For example, "Execution will not, repeat not, be made pending receipt of further orders."

References should be listed in messages, briefly summarized in the first part of the message so that the message stands alone and can be completely understood without reading the other documents. Avoid the use of not to all (NOTAL) references whenever possible.

# i.   Staff Study

A staff study is a flexible problem solving procedure. Mainly used for administrative and managerial problems, a study lists conclusions and recommendations on a specific, clearly stated problem. See Figure A-6. A staff study is usually organized using the six main paragraph headings below.

**The Problem:** Stating the problem concisely and accurately is one of the more difficult tasks in any problem-solving process. A correct statement is the foundation for all that follows. The problem may be stated as a question, a statement of need, or an infinitive phrase.

**Assumptions:** These are suppositions on a current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof. Assumptions are necessary in the process of planning in order to enable the commander to complete an estimate of the situation and make a decision on the course of action.

**Facts Bearing on the Problem:** A list of every fact related to the study may be lengthy and involved.  Select only those facts that need to be highlighted and list in logical sequence. Facts may also be introduced in the discussion paragraph. Facts must always be authenticated.

**Discussion:** This is the heart of the staff study. It is where the problem is analyzed and options are considered.  One method is to describe the advantages and disadvantages of possible solutions, introducing facts and reasoning

sequences. Another technique is to list criteria and test each possible solution against each criterion.

**Conclusions:** This is where the best solution is selected. Conclusions must follow logically from the discussion and should contain a brief statement of the recommended solution. A conclusion does not contain new material or new viewpoints.

**Action Recommended:** This paragraph explains how the conclusions can be implemented. The recommendation must be actionable, which means that the commander's approval will solve the problem. If a letter, memorandum or message is needed to implement the conclusions, it is customarily attached as an enclosure. All that should remain for the commander to do is to approve and, if necessary, sign the enclosure.

Office Symbol/Code

Date

INFORMATION PAPER

**a.**   (U) SUBJECT

Address concisely.

**b.**   (U) ISSUE

State the issue in question.

**c.**   (U) FACTS

    o 1.   (U) List facts and salient points in logical order.

    o 2. (U) .  .  .

    o 3. (U) .  .  .

/s/
Title

Classified by

Declassify on

Page number

CLASSIFICATION

**Figure A-1:  Information Paper**

CLASSIFICATION

(SSIC)
(Code)

MEMORANDUM FOR THE RECORD

(U) SUBJECT

1. (U) Information on the (meeting, conference, telephone conversation, person involved, etc.).

2. (U) This and subsequent paragraphs will contain the following:

   a. (U) Background and discussion when necessary for clarity.

   b. (U) Conclusions reached and decisions made.

   c. (U) Staff agencies responsible for specific action, if applicable.

/s/

(Name)

(Grade)

Classified by

Declassify on

Page number

CLASSIFICATION

**Figure A-2:  Memorandum for the Record**

Code/Office

Date

POINT PAPER

(U) SUBJECT

Indicate the subject matter briefly but in enough detail for filing and reference.

1. (U) List the salient points that relate to the subject.

2. (U) Write these points as short, concise statements.

3. (U) Arrange the points in logical sequence, time permitting.

4. (U) …

5. ( U ) …

(U) SUMMARY

Salient points are followed by an even more concise summary. Include any appropriate conclusion or position.

Classified by

Declassify on

Page number

CLASSIFICATION

**Figure A-3: Point Paper**

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Code/Office

Date

TALKING PAPER

(U) FOR USE BY: List the name or title of person for whose use the paper is prepared.

(U) SUBJECT: Indicate briefly but in enough detail for filing and reference.

(U) BACKGROUND

Indicate concisely what has gone before. Does it provide answers to such questions as is this an ongoing thing? Did something suddenly create this requirement?

(U) DISCUSSION

A concise narrative of all the salient points related to the topic under discussion. References used as a source are cited in the discussion.

(U) RECOMMENDATION

Reduce to clear, concise statements permitting simple approval or disapproval by the approving authority.

(U) APPROVAL Provide an approval block for authentication by the approving authority.

(U) ACTION OFFICER Indicate the action officer who prepared the paper.

Classified by  _____

Declassify on _____

Page number

CLASSIFICATION

**Figure A-4:  Talking Paper**

CLASSIFICATION

Code/Office

POSITION/DECISION PAPER

(U) SUBJECT: Indicate briefly but in enough detail for filing and reference.

(U) REFERENCE

a.  (U) List as appropriate.

b.  (U) If none are appropriate, enter "none".

1. (U) <u>Problem</u>: Tell what the problem is for the position paper being developed. Usually stated as "To develop a ...  position ..."

2. (U) <u>Why Required</u>

    a.  (U) State why the paper is required.

    b.  (U) Is it directed by higher headquarters?

    c.  (U) …

3. (U) <u>Background</u>

    a.  (U) Sets forth concisely what has gone before.

    b.  (U) Answers such questions as is this an ongoing thing? Did something suddenly occur requiring reexamination?

    c.  (U)...

4. (U) <u>Position of Other Agencies.</u>  Address when appropriate, otherwise insert "not applicable."

Page number

CLASSIFICATION

**Figure A-5:  Position/Decision Paper**

5. (U) <u>Recommended Position.</u> State clearly and concisely. When the position is to be promulgated, it is usually attached on a separate sheet.

6. (U) <u>Rationale</u>

   a. (U) Concise statements that support the position taken.

   b. (U)…

7. (U) <u>Recommendation.</u> What is recommended to be done; e.g., "Approve the position contained in paragraph 5," or "reconsider .. ."? A decision block is also included for the decision to be recorded by the approving authority.

<div align="center">

/s/

(Staff Agency Head)

</div>

For Decision by the Commander

| | |
|---|---|
| COS Recommends: | Approved |
| | Disapproved |
| Deputy Commander Recommends: | Approved |
| | Disapproved |
| Commander Decision: | Approved |
| | Disapproved |

**Figure A-5: Position/Decision Paper - Continued.**

STAFF STUDY                                                Copy no.  of copies
(Local variations and modifications are authorized.)      Originating Section
                                                          Parent headquarters
                                                          Place of Issue
                                                          Date/time of issue

(U) SUBJECT: Indicate briefly but in enough detail for filing and reference.

(U) INTRODUCTION: This is not necessary but may be used to clarify an understanding of the problem or limit its scope. It should be brief and not include discussion material.

1.  (U) Problem: Stated in concise and specific terms. A statement beginning with an infinitive is commonly used, but other expressions are allowed.

2.  (U) Assumptions: If none, so state. Assumptions serve to bridge gaps between known facts. Their use may be necessary to complete the problem solving process. Avoid unnecessary assumptions and take care to avoid substituting assumptions for ascertainable factors or conclusions. An assumption is defined as a supposition regarding the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof to the contrary. They may be necessary to enable the commander, in the process of planning, to complete his estimate of the situation and make a decision on his COA.

3.  (U) Facts Bearing on the Problem: A concise statement of the known and established facts having a direct bearing on the problem, together with their sources; e.g., (A/5p.6) indicates Annex A (bibliography), 5th reference, page 6. They are indicated and numbered in the order of first appearance in the study. Page numbers are not shown in the bibliography.

4.  (U) Discussion: This paragraph analyzes facts and assumptions and their implications. It states the reasoning that leads to the conclusions and recommendations. It is a logical development of all pertinent aspects of the problem, including the formulation, analysis, and comparison of possible solutions and COAs. An essay-type statement of facts, assumptions, and their inter-relation does not satisfy the requirements of this paragraph. If a detailed discussion is attached as an annex, then the discussion paragraph in the body of the study should summarize the annex.  It must, however, contain enough information for understanding without reference to the annex.  Saying "See Annex B for discussion" does not suffice.

Page number
**Figure A-6:  Staff Study**

5. (U) <u>Conclusions</u>: This paragraph concisely sets forth the conclusions reached through the reasoning contained in the previous paragraphs. Statements should begin with "That the ..." Do not restate facts or assumptions; state solutions that are logically derived from the analysis in the discussion.

6. (U) <u>Action Recommended.</u>: Presents recommendations as clear, concise statements allowing simple approval or disapproval by the approving authority. Normally recommendations begin with "That" or "It is recommended that" (list subparagraphs). If an implementing document is required, it should be attached with a recommendation for signature to implement and forward as necessary.

/s/ _____

(Name)
(Rank and Service)
(Title)

Recommendations                 Approved                 Disapproved

6.a

6.b

6.c

ANNEX A: Bibliography

   1.   Author, title, year of publication, name of publisher.

   2.

   3.

   4.

Page number

CLASSIFICATION

**Figure A-6: Staff Study - Continued**

# Appendix B

# Glossary

<u>**Section I:  Acronyms and Abbreviations**</u>

ACE ..............................................................................aviation combat element
ACI.................................................................................. air combat intelligence
ACOS...........................................................................assistant chief of staff
ADOS............................................................... active duty operational support
AGS ...............................................................................aviation ground support
ALD .........................................................................aviation logistics department
AO........................................................................................ area of operations
AOC ................................................................................ air operations center
APEX ...................................................adaptive planning and execution system
ASC(A).......................................................assault support coordinator (airborne)
ASE ................................................................................ air support element
ASO ..............................................................................aviation safety officer
ASP ..........................................................................ammunition supply point
AT/FP..................................................................anti-terrorism /force protection
ATC ...................................................................................air traffic control
ATF.................................................................................amphibious task force
ATO ...................................................................................air tasking order
B2C2WG...............................boards, bureaus, centers, cells, and working groups
BDA ..........................................................................battle damage assessment
C2.....................................................................................command and control
CA ............................................................................................ civil affairs
CAG ................................................................................ civil affairs group
CAO...............................................................................civil affairs operations
CAT ...................................................................................crisis action team
CATF............................................................commander, amphibious task force
CBIRF..............................................chemical biological incident response force

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CBRN ...............................................chemical, biological, radiological, and nuclear
CCIR........................................... commander's critical information requirement
CHRO ....................................................chief, human resource office
CE.........................................................................command element
CI ..........................................................................counterintelligence
CIC ......................................................... combat intelligence center
CLF ......................................................... commander, landing force
CM/DO ........................................ collection management/dissemination officer
CMC .................................................................command master chief
CMI.......................................................classified military information
CMO ......................................................... civil-military operations
CMOC ............................................................ civil-military operations center
COA ......................................................................course of action
COC............................................................ combat operations center
COCOM..........................................................combatant commander
CONPLAN .......................................................................concept plan
COP ...................................................... common operational picture
COS ........................................................................chief of staff
CPO ....................................................................... chief petty officer
CSNE .......................................................commander's significant notification event
CSS ........................................................... combat service support
CSSA .....................................................combat service support area
CTP ...........................................................common tactical picture
CUI ......................................................... controlled unclassified information
DASC............................................................................ direct air support center
DS .......................................................................director of safety
DOSS .....................................................director of safety and standardization
EPW..............................................................enemy prisoner of war
FDC ...................................................................fire direction center
FDO ....................................................................foreign disclosure officer
FFCC ..............................................................force fires coordination center
FMFM ........................................................Fleet Marine Force Marine
FOIA...................................................................Freedom of Information Act
FRAGORD ............................................................. fragmentary order
FRO ............................................................ family readiness officer

FSC ............................................................................ fire support coordinator
FSCC ............................................................... fire support coordination center
G-1 ..................................... assistant chief of staff, administration and personnel
G-2 ............................................................. assistant chief of staff, intelligence
G-3 ............................................................... assistant chief of staff, operations
G-4 .................................................................. assistant chief of staff, logistics
G-5 ....................................................................... assistant chief of staff, plans
G-6 .......................................... assistant chief of staff, communications systems
GCE ................................................................................ ground combat element
GSO .................................................................................. ground safety officer
HDC ....................................................................... helicopter direction center
HHQ .................................................................................... higher headquarters
HN ................................................................................................... Host Nation
HQ ..................................................................................................... headquarters
HRO ........................................................................ human resource officer
HSS ............................................................................. health services support
HSSO ................................................................. health services support officer
HUMINT ............................................................................. human intelligence
IM ............................................................................ information management
IMO ................................................................. information management officer
IMP .................................................................... information management plan
IO ................................................................... information operations
IOC ............................................................... intelligence operation center
IPAC ................................................ installation personnel administration center
IR ................................................................................ intelligence requirement
ISC ................................................................ information systems coordinator
JFACC ....................................................... joint force air component command
JTF ............................................................................................ joint task force
LCE ........................................................................ logistics combat element
LE ......................................................................................... law enforcement
LF .................................................................................................. landing force
LFOC ................................................................ landing force operations center
LNO ............................................................................................... liaison officer

MACCS .................................................Marine air command and control system

MACG .......................................................................Marine air control group

MAGTF ...........................................................Marine Air-Ground Task Force

MASS ...................................................................Marine air support squadron

MCCC ....................Marine Expeditionary Force communications control center

MCCS .......................................................Marine Corps Community Services

MCTFS ..........................................................Marine Corps Total Force System

MDDOC .......................MAGTF deployment and distribution operations center

MEB ......................................................................Marine expeditionary brigade

MEF .......................................................................Marine expeditionary force

MEU ........................................................................Marine expeditionary unit

METL ....................................................................... mission-essential task list

MISO .................................................... military information support operations

MOE ......................................................................... Measures Of Effectiveness

MOP .......................................................................... Measures Of Performance

MPF ....................................................................Maritime Prepositioning Force

MSC.......................................................................major subordinate command

MSE........................................................................major subordinate element

MWR ......................................................... morale, welfare, and recreation

NCIS ...........................................................naval criminal investigative service

NEO ...........................................................noncombatant evacuation operations

NG) ........................................................................non-government organization

NSFS ......................................................................naval surface fire support

OCAC ..................................................... operations control and analysis center

OIC ...........................................................................................officer in charge

OPLAN ....................................................................................... operation plan

OPORD.....................................................................................operation order

OpsO......................................................................................operations officer

OPT...........................................................................operational planning team

OSCC..........................................................operational systems control center

P&A ............................................................................ production and analysis

PAO ................................................................................. public affairs officer

PIR.................................................................. priority intelligence requirement

PM .................................................................................... provost marshal

POLAD.....................................................................................Political Advisor

POL-MIL .............................................................. political – military

RAC ................................................................. rear area coordinator

RACOM............................................................. rear area commander

RLO ............................................................... reserve liaison officer

ROE ............................................................... rules of engagement

S-1 ................................................................. administration officer

S-2 ..................................................................intelligence officer

S-3 ....................................................................operations officer

S-4 .....................................................................logistics officer

S-6 ...................................................communications system officer

SACC ........................................... supporting arms coordination center

SARC .................................... surveillance and reconnaissance center

SIGINT ................................................................ signals intelligence

SJA.....................................................................staff judge advocate

SME ...................................................... subject matter expert

SNCO.................................................. staff noncommissioned officer

SOP ................................................... standing operating procedure

SYSCON................................................................systems control

TAC(A)...........................................tactical air coordinator (airborne)

TACC (USMC)...........................................tactical air command center (USMC)

TACC (USN) .....................................tactical air control center (USN)

TACLOG ................................................... tactical-logistical group

TACP ...........................................................tactical air control party

TAOC..................................................tactical air operations center

TECHCON...........................................................technical control

TFC..................................................................tactical fusion center

TOECR .............................. tables of organization and equipment change request

TPFDD................................... time-phased force and deployment data

US. ............................................................................ United States

XO .........................................................................executive officer

## Section II.  Definitions

**Assign:** 1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel.  2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent.  (JP 1-02)

**Attach:** 1. The temporary placement of units or personnel under the control of a higher organization.  2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations; attached for flying duty.  (JP 1-02)

**Aviation Combat Element (ACE)**: The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct air operations. The ACE provides all or a portion of the six functions of Marine aviation necessary to accomplish the MAGTF's mission. These functions are antiair warfare, offensive air support, assault support, electronic warfare, air reconnaissance, and control of aircraft and missiles. The ACE is usually composed of an aviation unit headquarters and various other aviation units or their detachments. It can vary in size from a small aviation detachment of specifically required aircraft to one or more Marine aircraft wings. In a joint or multinational environment, the ACE may contain other Service or multinational forces assigned or attached to the MAGTF. The ACE itself is not a formal command. (MCRP 5-12C)

**Battle Rhythm:** A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 1-02)

**Battlespace**: The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas, areas of interest, and areas of influence. (MCRP 5-12C)

**Battle Staff:** Consists of the principal staff officers (assistant chief of staff G-1 through G-6) and designated special staff. Battle staff members are the commander's primary advisors. (Proposed for inclusion in the next edition of MCRP 5-12C)

**Chain of Command:** The succession of commanding officers from a superior to a subordinate through which command is exercised.  (JP 1-02)

**Combat Operations Center (COC)**: The primary operational agency controlling the tactical operations of a command that employs ground and aviation combat, combat support, and logistics combat elements or portions thereof. The combat operations center continually monitors, records, and

supervises operations in the name of the commander and includes the necessary personnel and communications to do the same. (MCRP 5-12C).

**Command:** 1. The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. 2. An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action. 3. A unit or units, an organization, or an area under the command of one individual. (JP 1-02)

**Command and Control (C2):** The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission (JP 1-02). The means by which a commander recognizes what needs to be done and see to it that appropriate actions are taken. Command and control is one of the six warfighting functions. (MCRP 5-12C)

**Command Channel:** The chain of command that descends directly from a commander to his immediate subordinate commanders (Proposed for inclusion in the next edition of MCRP 5-12C).

**Commander, Landing Force:** The officer designated in the initiating directive as the commander of the landing force for an amphibious operation. (JP 1-02)

**Commander's Critical Information Requirement (CCIR):** An information requirement identified by the commander as being critical to facilitating timely decision making (JP 1-02). Information regarding enemy and friendly activities and the environment identified by the commander as critical to maintaining situational awareness, planning future activities, and facilitating timely decision making. The two subcategories are priority intelligence requirements and friendly force information requirements. (MCRP 5-12C)

**Command Element (CE):** The core element of a Marine air-ground task force (MAGTF) that is the headquarters. The command element is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence, and reconnaissance forces, necessary to accomplish the MAGTF's mission. The command element provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the MAGTF. The command element varies in size and composition; and, in a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. (MCRP 5-12C)

**Commander's Significant Notification Event (CSNE):** An event that is not a CCIR, but the commander must be immediately notified when it occurs. A commander's significant notification events typically include those incidents

that will generate media interest and necessitate rapid situational awareness and a prompt, effective response from the command**.**

**Command Post (CP):** 1. A unit's or subunit's headquarters where the commander and the staff perform their activities. 2. In combat, a unit's or subunit's headquarters is often divided into echelons; the echelon in which the unit or subunit commander is located or from which such commander operates is called a command post (proposed for inclusion in the next edition of MCRP 5-12C).

**Command Relationships:** The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), administrative control, operational control, tactical control, or support. (JP 1-02)

**Communication System:** Communication networks and information services that enable Marine Corps warfighting capabilities (proposed for inclusion in the next edition of MCRP 5-12C)**.**

**Component:** 1. One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of Service and functional components. 2. In logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity (JP 1-02).

**Computer Network Attack (CNA):** Actions taken through the use of computer networks to disrupt, deny, degrade, or destroy information resident in computers and computer networks, within the computers and networks themselves (JP 1-02).

**Computer Network Defense (CND):** Actions taken to protect, monitor, analyze, detect and respond to unauthorized activity within DoD information systems and computer networks (JP 6-0).

**Computer Network Exploitation (CNE):** Enabling operations and intelligence collection capabilities conducted through the use of computer networks to gather data from target or adversary automated information systems or networks (JP 6-0).

**Computer Network Operations:** Are comprised of computer network attacks, computer network defense, and related computer network exploitation enabling operations (JP-1-02).

**Control:** 1. Authority that may be less than full command exercised by a commander over part of the activities of subordinate or other organizations (JP 1-02).

**Cyberspace Operations:** The employment of cyber capabilities where the primary purpose is to achieve military objectives or effects in or through

cyberspace. Such operations include computer network operations and activities to operate and defend the Global Information Grid (JP 1-02).

**Direct Support (DS):** A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance (JP 1-02).

**Fire Support Coordinator (FSC)**: The officer in charge of the fire support coordination center (FSCC). He is the direct representative of the landing force commander for the planning and coordination of all available fire support (MCRP 5-12C).

**General Administration:** One of the four functions of administration that consists of the basic organizational techniques and workflow, such as correspondence, files, and directives management. It encompasses a variety of responsibilities that directly support the commander but cannot be classified under operational, manpower, or personnel administration.

**General Support (GS):** 1. That support which is given to the supported force as a whole and not to any particular subdivision thereof. 2. A tactical artillery mission (JP 1-02).

**Ground Combat Element (GCE)**: The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct ground operations. It is usually constructed around an infantry organization but can vary in size from a small ground unit of any type to one or more Marine divisions that can be independently maneuvered under the direction of the MAGTF commander. It includes appropriate ground combat and combat support forces, and in a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The ground combat element itself is not a formal command (MCRP 5-12C).

**Information:** 1. Facts, data, or instructions in any medium or form. 2. The meaning that a human assigns to data by means of the known conventions used in their representation (JP 1-02)**.**

**Information Management (IM):** The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals and organizations in a way that optimizes access by all who have a share in that data or a right to that information" (JP 3-0).

**Information Security:** The protection of information and information systems against unauthorized access or modification of information, whether in storage, processing, or transit, and against denial of service to authorized users. Also called **INFOSEC** (JP 1-02)

**Information System:** The entire infrastructure, organization, personnel, and components for the collection, processing, storage, transmission, display, dissemination, and disposition of information (JP 1-02).

**Interoperability:** 1. The ability to operate in synergy in the execution of assigned tasks; 2. The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. The degree of interoperability should be defined when referring to specific cases (JP 1-02).

**Joint Task Force (JTF):** A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a sub-unified commander, or an existing joint task force commander (JP 1-02).

**Logistics Combat Element (LCE)**: The core element of a Marine air-ground task force (MAGTF) that is task-organized to provide the combat service support necessary to accomplish the MAGTF's mission. The logistics combat element varies in size from a small detachment to one or more Marine logistics groups. It provides supply, maintenance, transportation, general engineering, health services, and a variety of other services to the MAGTF. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The logistics combat element itself is not a formal command (MCRP 5-12C).

**Major Subordinate Command** (**MSC**): Any command (a MAGTF or inside or outside of a MAGTF) commanded by a general officer.

**Major Subordinate Element (MSE)**: Any command under a field grade officer (battalion/squadron, regiment/group, MEU or SP MAGTF).

**Manpower Administration:** One of four functions of administration that oversees optimal allocation of human resources throughout the command or unit, with particular focus on permanently assigned personnel.

**Marine Air-Ground Task Force (MAGTF)**: The Marine Corps' principal organization for all missions across a range of military operations, composed of forces task-organized under a single commander capable of responding rapidly to a contingency anywhere in the world. The types of forces in the Marine air-ground task force (MAGTF) are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a logistics combat element. The four core elements are categories of forces, not formal commands. The basic structure of the MAGTF never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs to be assigned. In a joint or multinational environment, other Service or multinational forces may be assigned or attached (MCRP 5-12C).

**Marine Corps Forces**: All Marine Corps combat, combat support, and combat service support units. These forces are normally task-organized as Marine air-ground task forces or as a Service component under joint force command; also called **MARFOR** (MCRP 5-12C).

**Marine Corps Operating Forces**: The Marine Corps forces (formally identified as Fleet Marine Forces in Title 10), the Marine Corps Reserve, Marine Corps security forces at Navy shore activities, Marine Corps special activity forces, and Marine Corps combat forces not otherwise assigned (MCRP 5-12C).

**Marine Expeditionary Brigade (MEB)**: A Marine air-ground task force (MAGTF) that is constructed around an infantry regiment reinforced, a composite Marine aircraft group, and a combat logistics regiment. The Marine expeditionary brigade (MEB), commanded by a general officer, is task-organized to meet the requirements of a specific situation. It can function as part of a joint task force, as the lead echelon of the Marine expeditionary force (MEF), or alone. It varies in size and composition and is larger than a Marine expeditionary unit but smaller than a MEF. The MEB is capable of conducting missions across a range of military operations. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF (MCRP 5-12C).

**Marine Expeditionary Force (MEF)**: The largest Marine air-ground task force (MAGTF) and the Marine Corps' principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine logistics groups. The Marine expeditionary force is capable of missions across a range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF (MCRP 5-12C).

**Marine Expeditionary Unit (MEU):** A Marine air-ground task force (MAGTF) that is constructed around an infantry battalion reinforced, a composite squadron reinforced, and a task-organized logistics combat element. It normally fulfills Marine Corps' forward sea-based deployment requirements. The Marine expeditionary unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. In a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF (MCRP 5-12C).

**Mutual Support:** That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities (JP 1-02).

**Network Operations:** Activities conducted to operate and defend the Global Information Grid (JP 1-02).

**Operational Administration:** One of the four functions of administration that is primarily concerned with planning, coordinating, or executing emergent personnel assignments in response to requirements of a temporary or immediate nature. This includes those administrative requirements that are directly linked to operational requirements.

**Personnel Administration:** One of the four functions of administration that includes those tasks affecting an individual's administrative record and master pay record.

**Prioritization:** The assignment of relative importance to individual items of information.

**Reachback:** The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed (JP 1-02). The ability to exploit resources, capabilities, expertise, etc., not physically located in the theater or a joint operations area, when established (MCRP 5-12C).

**Service Component Command:** A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. (JP 1-02)

**Staff Channel:** The channel by which the commander issues instructions to his staff and through which staff officers submit recommendations and provide information to the commander (proposed for inclusion in the next edition of MCRP 5-12C).

**Staff Cognizance**: The broad responsibility and authority over designated staff functions assigned to a general or executive staff officer (or their subordinate staff officers) in his area of primary interest. These responsibilities and authorities can range from coordination within the staff to the assignment or delegation to the staff officer by the commander to exercise his authority for a specified warfighting function or sub-function. Staff cognizance includes the responsibility for effective use of available resources and may include the authority for planning the employment of, organizing, assigning tasks, coordinating, and controlling forces for the accomplishment of assigned missions. Marine Corps orders and doctrine provide the notional staff

cognizance for general or executive staff officers, which may be modified by the commander to meet his requirements (MCRP 5-12C).

**Tactical Fusion Center (TFC)**: Primary analysis and production element of the MAGTF. Processes and produces all source intelligence products in response to requirements of the MAGTF (MCRP 5-12C).

**Task Organization:** A temporary grouping of forces designed to accomplish a particular mission. Task organization involves the distribution of available assets to subordinate control headquarters by attachment or by placing assets in direct support or under the operational control of the subordinate (MCRP 5-12C).

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# Appendix C

# References and Related Publications

**Joint Publications (JP)**

| | | |
|---|---|---|
| 1-02 | Department of Defense Dictionary of Military and Associated Terms | |
| 3-02 | Joint Doctrine for Amphibious Operations | July 2014 |
| 3-33 | JTF Headquarters | July 2012 |
| 6-0 | Joint Communications System | June 2010 |

**Marine Corps Doctrinal Publications (MCDP)**

| | | |
|---|---|---|
| 1-0 | Marine Corps Operations | August 2011 |
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