STARFLEET MARINE CORPS

STAFF OFFICERS' MANUAL

Revision 2007

STARFLEET MARINE CORPS

Staff Officers Manual
2007 EDITION

Sources
Material in this manual was taken or adapted from the following sources:
United States Army Field Manual FM 101-5, Staff Organization and Operations

Pronoun Disclaimer
The use of "he, his, him," etc., and in particular the term "man" as in "crewman", are used for convenience as the standard English-language convention for unknown-gender pronouns. Not very politically correct, perhaps, but grammatical... and a lot less awkward than "crewpersons". The point is, we don't mean anything by it.

Reporting Authority
The governing authority for training information is the Commanding Officer, Training and Doctrine Command (COTRACOM). Send questions, comments, or suggestions to:Tracom@sfi-sfmc.org

Acknowledgements

TABLE OF CONTENTS

SECTION 1 - Introduction

Greetings and welcome to the SFMC Staff Officer Manual. This manual is intended to provide you with the guidelines and expectations to be found when serving as a Staff Officer within the SFMC.

SECTION 2 - Command And Staff Relationships

Staffs exist to help the commander make and implement decisions. No command decision is more important, or more difficult to make, than that which risks the lives of soldiers to impose the nation's will over a resisting enemy. Staff organizations and procedures are structured to meet the commander's critical information requirements. Therefore, to understand the staff and its organization, responsibilities, and procedures, it is first necessary to understand how commanders command. Since the STARFLEET Marines exist to successfully fight and win the Federation's wars, understanding command begins with understanding how the STARFLEET Marines fight. The skills, procedures, and techniques associated with command in war also may apply to managing the STARFLEET Marine organizations in peacetime, however our doctrine must focus on warfighting.

2.01 Command and Control

Command and control is an essential element of the art and science of warfare. Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

The focus of command and control is the *commander*. Command is the authoritative act of making decisions and ordering action; control is the act of monitoring and influencing this action. While command and control may be discussed separately for understanding, in practice, command and control is a unified entity. The commander cannot command effectively without control, and he, with or without the staff, cannot exercise control without command.

The commander uses command and control, which includes the staff, to make effective decisions, to manage the uncertainty of combat, to employ military forces efficiently, and to direct the successful execution of military operations. In short, the goal of command and control is mission accomplishment, while the object of command and control is forces. The staff is the most important resource that the commander uses to exercise command and control when the commander cannot exercise command and control by himself.

2.01.1 Command

Command is the authority a commander in military service lawfully exercises over subordinates by virtue of rank and assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions.

However, command is more than the constitutional, legal authority vested in an individual. It goes beyond the practiced application of managerial skills to efficiently use available resources to accomplish assigned missions.

Command is the art of decision making and of leading and motivating soldiers and their organizations into action to impose the nation's will over the enemy and accomplish missions at the least expense in manpower and material. Command is vested in an individual who has total responsibility. The essence of command is defined by the commander's competence, intuition, judgment, initiative, and character, and his ability to inspire and gain the trust of his unit. Commanders possess authority and responsibility and are accountable while in command.

Authority involves the right and freedom to use the power of command and, ultimately, to enforce obedience. The commander's authority to enforce his decisions is one of the key elements of his position. However, with the right to enforce decisions comes the responsibility for their consequences. To command is to direct with authority.

Responsibility is the legal and ethical obligation a commander assumes for the actions, accomplishments, or failures of a unit. He is responsible for the health, welfare, morale, and discipline of personnel as well as the equipment of his command. In wartime, the commander assumes responsibility for taking and saving human lives.

Accountability is the requirement for the commander to answer to a superior (and, ultimately, the Federation's people) for the effective and efficient use of delegated responsibility, authority, and resources. These delegated duties ultimately affect the life of every soldier under his command.

Although ultimate authority, responsibility, and accountability rest wholly with the commander, he can delegate specific authority to staff officers to decide and to act within their own areas of responsibility. Each subordinate staff officer must understand authority, responsibility, and accountability as they relate to his relationship with the commander, other staff officers, and subordinate commanders. Most important, the staff member must always remember that he is there to support and assist his commander.

2.01.2 Control
Control is the promulgation of the commander's decisions, guidance, and intent with subsequent supervision and adjustment of subordinate forces' execution to ensure compliance with the commander's intent. Control may take place before, during, and after operations. Control may be exercised directly or indirectly by directive, plan, or procedure. Information and time are critical to control.

The commander, with the help of his staff, uses control to regulate forces and functions of subordinate and supporting units in military operations to ensure mission accomplishment. Control is based on situational information, such as mission, enemy, terrain, troops, and time available (METT-T), from all sources. The commander uses this information to adjust the resources, concept, or objective of the plan or to exploit success in operations. Staffs help commanders exercise control by:

- Acquiring and applying means to accomplish the commander's intent
- Defining limits
- Determining requirements
- Allocating means
- Monitoring status and performance and reporting significant changes to the commander
- Developing specific guidance from general guidance
- Forecasting change

2.02 Command and Control (C$_2$) System
The command and control system is defined as the facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the missions assigned. The term system is deceptive. It does not solely mean an arrangement of equipment such as a communications system. The C$_2$ system is an organization of resources the commander uses to help plan, direct, coordinate, and control military operations to ensure mission accomplishment. The result is combat effectiveness.

The resources the commander and his unit need to perform critical C$_2$ functions include:

- Personnel (staff and liaison personnel), who help the commander exercise control
- Communications, which include communications equipment, spaced-based systems, and networks
- Equipment, such as automation equipment to carry out command and control activities, and materials to sustain resources committed to command and control support
- Facilities, which include a secure working environment or base for the commander and his staff (a headquarters), and an administrative and security organization to protect, sustain, and move the commander and staff
- Procedures (including those for decision making), using multiple sources such as doctrine, tactics, techniques, regulations, and standing operating procedures (SOPs), to focus the command and staff effort

The command and control system must be flexible, robust, survivable, and capable of providing the commander with information that allows him to perform C$_2$ functions concurrently. The commander is the center around which the C$_2$ system revolves. Any area where functions overlap normally indicates where

he must focus his personal attention. The staff, using the C_2 system, provides the commander with the freedom to focus on the area he has deemed the most important.

Neither the commander nor his staff should consider the C_2 system an end unto itself. It only exists to support the commander and help him make the decisions necessary for accomplishing his mission. For example, while exercising command, a commander issues orders that serve as input to subordinate units. As each subordinate unit plans and executes its mission, it produces feedback to its higher commander and his staff. These are the essential measures that support effective C_2. Command and control is continuous, and its activities are interrelated.

2.03 The Staff's Role

The commander and his staff focus on recognizing and anticipating battlefield activities in order to decide and act faster than the enemy. All staff organizations and procedures exist to make the organization, analysis, and presentation of vast amounts of information manageable for the commander. The commander relies on his staff to get from battlefield "information" to battlefield "understanding," or situational awareness, quicker than his adversary. Once a decision is made, the commander depends on his staff to communicate the decision to subordinates in a manner that quickly focuses the necessary capabilities within the command to achieve the commander's vision or will over the enemy at the right place and time.

The primary product the staff produces for the commander, and for subordinate commanders, is understanding, or situational awareness. True understanding should be the basis for information provided to commanders to make decisions. Formal staff processes provide two types of information associated with understanding and decision making. All other staff activities are secondary. The first is situational awareness information, which creates an understanding of the situation as the basis for making a decision. Simply, it is understanding oneself, the enemy, and the terrain or environment.

The second type of information, execution information, communicates a clearly understood vision of the operation and desired outcome after a decision is made. Examples of execution information are conclusions, recommendations, guidance, intent, concept statements, and orders.

While a particular commander may focus and reorganize the staff as necessary to conform to his personal decision-making techniques or to the unique demands of a specific mission, his requirements of the staff remain the same. All staff organizations and procedures are intended to develop understanding of the commander's problem—how to use the capabilities available to decisively impose his will over a resisting enemy. The scope and complexity of military operations are too great for any one staff officer or section to meet the commander's information needs in isolation. The staff officer who performs his mechanical staff functions, no matter how flawlessly, without understanding how commanders make decisions, is useless to his commander.

Every commander must make decisions concerning the allocation, commitment, and engagement of troops and resources. In turn, the commander must give his staff the authority to make routine decisions, within the constraints of the commander's intent, while conducting operations. The C2 system is the tool by which the commander quickly distributes his decisions to his subordinate commanders.

The commander rigorously trains his staff, shaping them into a cohesive group that can work together to understand what information he deems important. Staff officers must be able to anticipate the outcome of current operations to develop concepts for follow-on missions. They must also understand and be able to apply commonly understood doctrine in executing their missions.

2.04 Battlefield Visualization

Battlefield visualization is the process whereby the commander develops a clear understanding of his current state with relation to the enemy and environment, envisions a desired end state, and then visualizes the sequence of activities that will move his force from its current state to the end state. In short, it provides the key to where and how the commander can best lead and motivate soldiers, and see the battlefield, his own forces, the enemy, and the end state.

It is critical to mission accomplishment that commanders have the ability to visualize the battlefield. Therefore, in his intent statement, the commander must clearly articulate his battlefield visualization to his subordinates and staff to ensure the optimum development and execution of his concept of operations.

The staff assists the commander with his battlefield visualization by collecting, processing, analyzing, and transforming data into knowledge, allowing the commander to apply his judgment to achieve understanding of the situation in the form of his vision. The staff then helps him communicate his battlefield visualization to his subordinates by preparing orders and informational products to achieve a relevant common picture and situational awareness. An information network must be in place and operating to support battlefield visualization.

SECTION 3 - Staff Organization

This chapter provides the basic foundation of staff organizations from battalion through corps. Staff structures and organizations, within the limitations of regulations and laws, often reflect the commander's operational requirements, experience, and span of control.

The STARFLEET Marines use standardized staff organizations to benefit from consistency in performance, responsibilities (regardless of unit type or echelon), training, and resources.

3.01 Basis For Staff Organizations

Military staffs are organized according to the following interrelated considerations:

- Mission
- Broad fields of interest
- Regulations and laws

The *mission* determines activities units are to accomplish. These activities, in turn, determine how the commander organizes, tailors, or adapts the staff to accomplish the mission. Regardless of the command mission, every STARFLEET Marines staff has common *broad fields of interest* that determine how the commander divides duties and responsibilities.

Grouping related activities allows an effective span of control and unified effort. Broad fields of interest include:

- Personnel (G1) (S1)
- Intelligence (G2) (S2)
- Operations and training (G3) (S3)
- Logistics (G4) (S4)
- Civil-military operations (G5) (S5)
- Signal operations (G6) (S6)
- Resource management (RM)

The broad fields of interest may vary, depending on the echelon of command, the mission, and the environment. For example, at the battalion level there is not a resource manager. The commander, however, adds the field of interest to other echelons when resource management is a major consideration.

3.02 Factors Affecting Staff Organizations

Each commander must use his professional knowledge, experience, and leadership style to develop and efficiently and effectively organize his staff. Several factors influence staff organization, including the:

- Size and diversity of responsibilities
- Political requirements
- Local (unique) requirements
- Changes in the amount of work the section must routinely perform
- The amount of information dissemination the section routinely conducts
- The availability, knowledge, qualifications, and performance of personnel
- Requirements imposed by the organization and location of command posts and headquarters
- A section's mobility requirements
- Requirements for 24-hour operations
- Requirements for 24-hour local security
- Ability to group related activities
- Desired span of control
- Demand for prompt dissemination of essential information
- Commander's and chief of staff's preferences

3.03 Authorization For Staff Organizations

Every organization and activity must have an authorization document to reflect an organizational structure supportable by manning and equipping systems. An authorization document states a unit's approved structure and resources and is the basis and authority for requisitioning. Every staff has a modified table of organization and equipment (MTOE) or a table of distribution and allowances (TDA), or a combination

of both that authorizes the staff.

An MTOE is a unit's wartime authorization document. The commander develops the MTOE from the table of organization and equipment (TOE). The TOE prescribes the organizational structure, personnel, and equipment authorizations and requirements of a military unit. Because of a unit's specific mission, the environment, or other reasons, the TOE is modified into an MTOE. An MTOE prescribes, in more detail, the unit's organization, personnel, and equipment authorized to accomplish the doctrinal mission in a specific geographical or operational environment or at a specific point on its modernization path. An MTOE lists authorized staff sections, personnel, and equipment.

A TDA is an authorization document. The TDA prescribes the organizational structure for a unit having a support mission or function for which a TOE does not exist and which may include civilian positions. TDAs are unique authorization documents. They help the staff attain the most efficient operational capability possible, using manpower spaces the command force structure prescribes, to accomplish specific missions and functions. Types of TDA documents include mobilization, augmentation, and full-time support TDAs.

3.04 Basic Staff Structure Model
Staffs at every echelon of command are structured differently, but every staff has some commonalities. The basic model for all staff structures includes a chief of staff (CofS) or executive officer (XO) and three staff groups: coordinating, special, and personal. The number of coordinating, special, and personal staff officers within each staff group varies at different levels of command. The commander may integrate TDA staffs with MTOE staffs to promote unity of effort and to save resources.

3.04.1 Chief of Staff (Executive Officer)
The CofS(XO) is the commander's principal staff officer. He directs staff tasks, conducts staff coordination, and ensures efficient and prompt staff response. The CofS oversees coordinating and special staff officers. He does not necessarily oversee the commander's personal staff officers, although he normally interacts with them every day. The commander normally delegates authority to the CofS for the executive management of coordinating and special staff officers.

3.04.2 Coordinating Staff Group
Coordinating staff officers are the commander's principal staff assistants and are directly accountable to the CofS. Coordinating staff officers are responsible for one or a combination of broad fields of interest. They help the commander coordinate and supervise the execution of plans, operations, and activities. Collectively, through the CofS, they are accountable for the commander's entire field of responsibilities. The staff is *not* accountable for functional areas the commander decides to personally control.

Commanders may designate coordinating staff officers as assistant chiefs of staff (ACofSs), deputy chiefs of staff (DCofSs), directors, or regular staff officers. These positions generally reflect the degree of authority the commander delegates to coordinating staff officers and the scope and complexity of operations within a command. However, the commander establishes a staff officer's actual authority if it is not inherent in his title.

A coordinating staff officer's authority is limited to advising, planning, and coordinating actions within his field of interest. He also coordinates and integrates appropriate special staff officer activities into operations. The commander might also give a coordinating staff officer added authority to act on specific matters within his field of interest.

Directors have staff and line authority. For example, the director of logistics operations might be responsible for operating support activities in addition to his normal responsibilities. Typically, a commander might delegate significant responsibility and authority to a director to enable him to accomplish specific functions.

Normally, coordinating staff officers have a direct interest in other staff officers' fields of interest. Therefore, a clear definition of staff responsibilities is necessary to ensure coordination and to eliminate conflict. Unit SOPs or organization and functions manuals give procedures that specify primary responsibilities and requirements for coordination. Coordinating staff officers are responsible for acquiring information and analyzing its implications for and impact on the command. More important, coordinating staff officers must provide timely and accurate recommendations to the commander to help him make the best possible decisions. While doing so, coordinating staff officers must often request and receive information and recommendations from special staff officers. However, they must be sure to inform all other coordinating

staff officers, as required.

NOTE: A coordinating staff officer working for a general officer is normally designated as a "G"staff officer. For example, the ACofS for operations, G3, normally is at corps, and division levels. At brigade, and battalion levels, the operations officer is designated as the S3. Staff officers for joint commands are designated as "J" staff officers.

3.04.3 Special Staff Group
Special staff officers help the commander and other members of the staff in their professional or technical functional areas. The specific number of special staff officers and their duties vary at each level of command. Special staff sections are organized according to functional areas. For example, the fire support coordinator (FSCOORD) is the staff officer whose functional area is fire support and artillery. In some cases, a special staff officer is a unit commander, for example, a division artillery commander or an engineer brigade commander at division or corps.

The commander assigns responsibilities to specific coordinating staff officers for each of the special staff functions.

Although special staff sections may not be integral to a coordinating staff section, there are usually areas of common interest and habitual association. Therefore, a coordinating staff officer might be responsible for coordinating a special staff's actions. For example, at division level the G3 coordinates all matters relating to fires and engineers with the FSCOORD, the engineer coordinator (ENCOORD), the air/naval gunfire liaison company (ANGLICO) commander, the aviation coordinator (AVCOORD), and the air liaison officer (ALO). Other special staff officers may deal routinely with more than one coordinating staff officer. For example, provost marshal (PM) functions are operationally aligned under the G3, but he coordinates with the G1, G2, G4, and G5.

3.04.4 Personal Staff Group
Personal staff members work under the commander's immediate control. They also may serve as special staff officers as they coordinate actions and issues with other staff members. When performing their duties as special staff officers, these personal staff officers may work through the CofS and under a specific coordinating staff officer for coordination and control purposes. Members of the personal staff include:

- Personnel the TOE or TDA specifically authorizes as personal assistants, such as aides-de-camp
- Personnel the commander desires to supervise directly
- Personnel who by law or regulation have a special relationship to the commander

Typical personal staff members include the command sergeant major (CSM), chaplain, inspector general (IG), public affairs officer (PAO), surgeon, dentist, and staff judge advocate (SJA). Members may perform some duties as personal staff officers and some as special staff officers or members of a coordinating staff section. For example, the SJA is also responsible for his staff section's operations.

3.05 Staff Models

All STARFLEET Marine staff organizations at corps through battalion levels use a basic model to begin the organization of their staffs (Figure 2-1). Each commander then tailors his staff according to his specific needs. Whether the staff is called a J staff, G staff or an S staff depends on who is in command. A unit which is designated as a joint command (STARFLEET and/or STARFLEET Marine and/or friendly/allied powers operating under a unified commander) has a J staff. A unit commanded by a general officer has a G staff. A unit commanded by a colonel or below has an S staff.
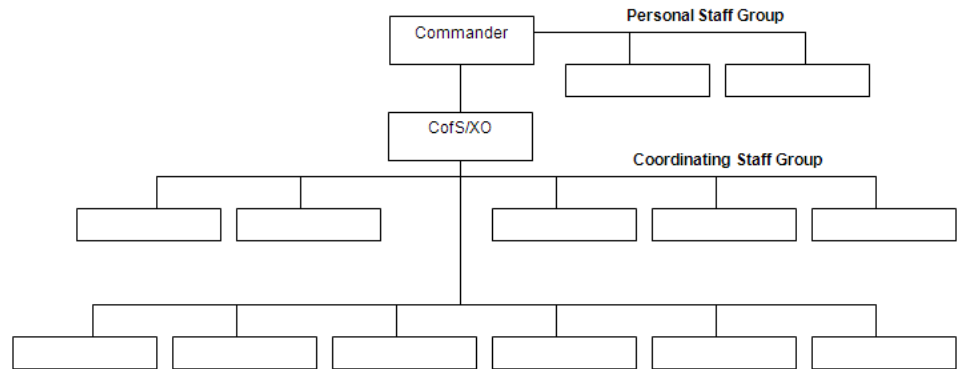
Figure 3-1: Staff Structure Model

3.05.1 Joint Commands (J Staffs)

(Theatre Level Commands)

The staff of a joint command has each of the major staff groups: coordinating, special, and personal staff officers. Typical staff organization for a joint command follows that for a corps or division level command, simply on a larger scale

In a joint command (STARFLEET and/or STARFLEET Marine and/or friendly/allied powers operating under a unified commander) the deputy or assistant commander extends the commander's span of control in areas and functions as the commander designates. The deputy or assistant commander's specific duties vary from division to division, but typically include rear operations or a special operation in conjunction with close operations.
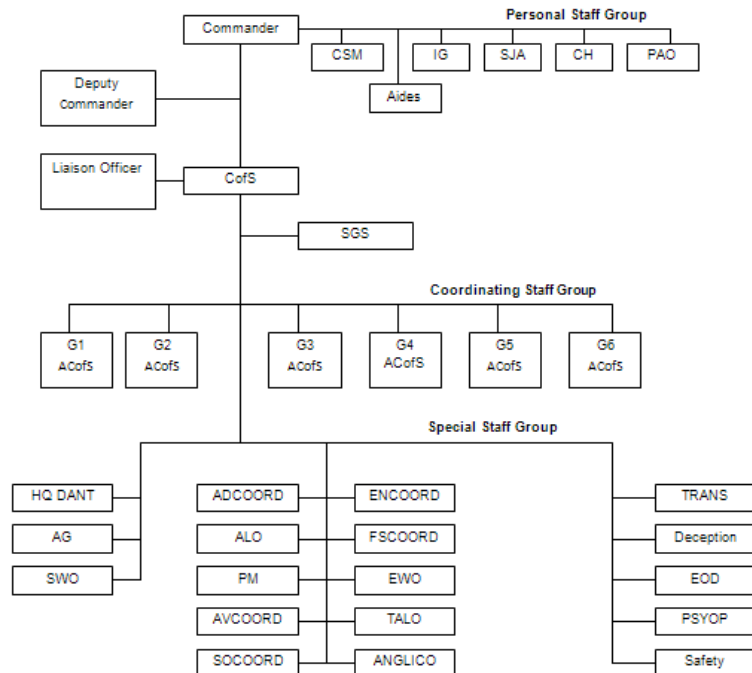
Figure 3-2: Typical Corps or Division Staff Structure

A joint command normally has three assistant commanders (ACs) to extend the joint commander's control in designated areas and functions. The AC's specific duties also vary from division to division. Typical duties might include being the AC for maneuver, AC for operations and the AC for support.

3.05.2 Major Commands (G Staffs)
(Corps and Division Commands)
Figure 2-2 shows the typical staff organization for a corps or division. The staff of a major command has each of the major staff groups: coordinating, special, and personal staff officers.

In a corps or division, the deputy or assistant commander extends the commander's span of control in areas and functions as the commander designates. The deputy or assistant commander's specific duties vary from division to division, but typically include rear operations or a special operation in conjunction with close operations.

A division normally has two assistant division commanders (ADCs) to extend the division commander's control in designated areas and functions. The ADC's specific duties also vary from division to division. Typical duties might include being the ADC for maneuver or operations or the ADC for support.
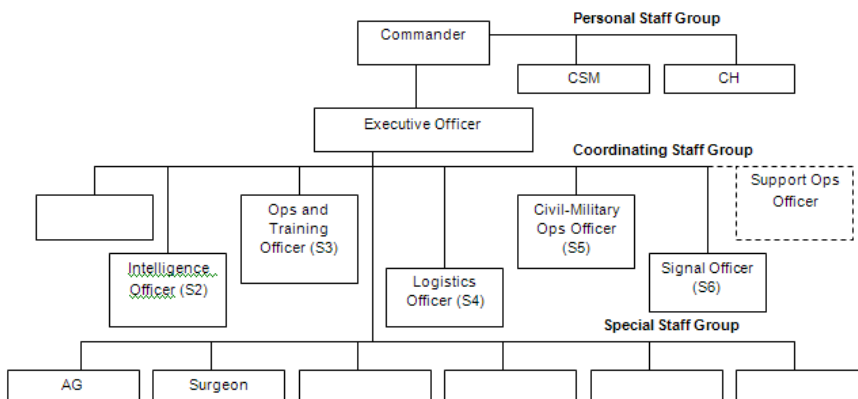
Figure 3-3: Typical smaller-unit staff structure (brigade and battalion)

3.05.3 Staffs of Smaller Units (S Staffs)
(Regiment, Brigade, and Battalion Commands)
The staffs of smaller units are organized according to the basic staff model. Their coordinating staff officers control functional areas of interest more suited to their unit's mission. The staffs of units smaller than division must meet unit requirements. Figure 2-3 depicts a typical smaller-unit staff structure.

Smaller-unit staff functions are generally the same as those for larger staffs. However, the operational nature of smaller units might require some modification. For example, staff activities, such as advising, planning, coordinating, and supervising, are more informal at small units than at higher levels. The functional area of interest should remain, however, even when the function is absent.

SECTION 4 - Characteristics Of A Staff Officer

This manual addresses staff officers at every echelon of command, from battalion through corps. Every officer will be assigned to staff duty several times throughout his career, serving under many different commanders in a variety of staff positions.

The staff officer's duty is to assist the commander in accomplishing the mission. He relieves the commander of routine and detailed work and raises to the commander those things that only the commander can act on. The staff officer's character (values, attributes, and skills) and competence are crucial in all that the command accomplishes.

A commander always retains the ultimate responsibility to make the final decision. The staff officer's job is to accomplish the commander's intent by operating within his assigned authority to perform the duties in his area of expertise. He must ensure the commander has been provided the necessary, timely, and correct information to make the right decisions.

Each staff officer accomplishes his mission for the commander differently, but the characteristics discussed in this chapter are common among successful staff officers. The list provided in Figure 3-1 is not complete but addresses some of the more important characteristics. This chapter can provide the commander and staff officers the basis for discussion in counseling sessions for professional development and growth and serves to identify what the commander expects of his staff officers.

4.01 Characteristics

The professional qualities found in SFMCA Courses PD-10, PD-20, LD-10, LD-20, OD-10 and OD-20 serve as the necessary foundation for all officers. The following paragraphs discuss qualities that are specifically important to staff officers.

4.01.1 Competence

Every staff officer has to be competent in all aspects of his position and know his specific duties and responsibilities better than anyone else. He also must be familiar with the duties of other staff members to accomplish vertical and lateral coordination to reach the best recommendation for the commander. The commander expects the staff officer to properly analyze each problem and know, not guess at, the correct answer to make a recommendation. The staff officer must have the moral courage to admit when he does not know the correct answer to any question.

4.01.2 Initiative and Judgment

A staff officer must have the initiative to anticipate requirements. He must also use good judgment to size up a situation quickly, determine what is important, and do what needs to be done. He cannot wait for the commander to give specific guidance on when and where to act. He must anticipate what the commander needs to accomplish the mission and the questions the commander will ask in order to make an informed decision. He must know the commanders' intent two levels up and always operate within the commanders' intent. He should not hesitate to take advantage of a window of opportunity to accomplish the mission in the commander's absence, but he must always ask himself the question, "Is this what the commander would tell me to do if he were here?" He then must report his actions to his commander at the earliest opportunity.

4.01.3 Creativity

A commander is always looking for new and innovative solutions to problems. The staff officer must be creative in researching solutions to difficult and unique situations. Creative thinking and critical reasoning are skills that aid the staff officer in developing and analyzing, respectively, courses of action. If he cannot recommend a course of action in one direction or area, he must find an alternative. He must be a team player and use the creativity of all the members of the staff and command. A staff officer must always give the commander a recommended course of action. He must seek ways to support subordinate units and should not say "no" to a subordinate unit commander unless he has cleared that with his commander.

4.01.4 Flexibility

A staff officer must have the maturity and presence of mind to keep from becoming overwhelmed or frustrated by changing requirements and priorities. A commander will frequently change his mind or direction after receiving additional information or a new requirement from his commander. More frequently than not, the commander will not share with the staff officer why he suddenly changed his mind. The staff

officer must remain flexible and adjust to the needs and desires of the commander. A staff officer must also remain flexible as he is drawn in different directions, by different superiors. He must be a master at prioritization when there are more tasks to accomplish than time available. In addition, he must learn to juggle multiple commitments simultaneously. It is essential that the staff officer meet suspenses on time because both the commander and other members of the staff are depending on his input to the problem solving process. He must meet the suspenses or inform the commander, in advance of the suspense time, and ask for a time or priority adjustment.

4.01.5 Confidence
A staff officer must have the mental discipline and confidence to understand that all staff work serves the commander, even though the commander may reject the resulting recommendation. The staff officer must not put in a "half effort" because he thinks the commander will disagree with the recommendation. The work of the staff officer has assisted the commander in making the best possible decision.

The staff officer must concurrently develop multiple sides of an issue, even though they may work counter to one another. The development of courses of action must not bias the evaluation criteria that will be used later to distinguish the courses of actions. The staff officer must give the commander an unbiased look at a problem and the best possible solution to remedy it.

A staff officer must understand that often a 5-minute answer for the commander may require 10 hours of staff work. Some staff officers may conclude the investment of time is not worth the return. On the contrary, the staff officer has done what is required and expected of him and he has relieved the commander of the tedious task of detailed research. Further, the research he has done to collect data for the commander is a form of professional development, giving him confidence and experience in making future decisions as a staff officer, or as a commander himself. During a crisis, he can rely on his knowledge of what works and what doesn't.

4.01.6 Loyalty
The loyalty a staff officer has with his commander is a special one. Additionally, the staff officer has loyalty to the individual soldier.

The staff officer must be loyal to the commander. Adherence to loyalty will help the staff officer tell the commander the right information rather than what he thinks the commander wants to hear. The staff officer must have the moral courage to tell the commander the "good" and "bad" news. The old adage "bad news never gets better with age" is appropriate for every staff officer.

The staff officer must also be loyal to the soldier. Any staff work, whether it is an operation plan (OPLAN) or a training event, will eventually affect the soldier. The soldier will have to execute the recommendation of the staff officer if the commander approves the recommendation. The staff officer must never forget how his recommendation will affect the soldier.

4.01.7 Team Player
The staff officer must be a team player. He cannot complete staff actions and staff works in a vacuum; he must advise, consult, and cooperate with others. He must be prepared to represent another's decisions as if they were his own. A wise staff officer should also maintain a pleasant disposition because it will help achieve results which he could not otherwise obtain.

4.01.8 Effective Manager
The staff officer must have the ability to effectively manage time and resources. Time will always be critical. He must think not only about his time, but the time needed by other staff members, subordinate units, or anyone else who participates in the staff officer's collection, processing, or dissemination of information, or the making of recommendations. The staff officer must recognize all projects cannot be an "A" or a "B" priority.

He should be capable of setting reasonable suspenses which allow completion of a "C" product. The staff officer must be a good steward of the resources (people, environment, and money) that the Federation entrusts to his care. He must be diligent in his efforts to efficiently manage these resources and preserve the environment. This means avoiding waste, destruction, and duplication of effort.

4.01.9 Effective Communicator

The staff officer must be an effective communicator. Effective communication is crucial for the staff officer.

The staff officer must clearly articulate orally, in writing, and visually (with charts and graphs) the commander's intent and decisions. The staff officer must be skilled in orally briefing individuals and groups. He must know and understand proper briefing techniques and be able to convey complex information so that it is easily understood.

The staff officer must be able to write effectively. He must articulate, in writing, the commander's intent and guidance through operation orders (OPORDS), OPLANS, staff studies, staff summaries, and reports. This includes producing visual briefing products such as charts, graphs, and slides, or other multimedia briefing products, to assist in communicating the commander's intent or desires.

The staff officer frequently prepares briefings or written products for the commander or another superior staff officer. The staff officer must prepare the product as if he were going to sign it or brief it himself. He must be able to transform the commander's intent and guidance into policy or to develop meaningful criteria to evaluate viable courses of action that meet this intent.

SECTION 5 - Staff Responsibilities And Duties

The commander's staff must function as a single, cohesive unit—a professional team. Each staff member must know his own duties and responsibilities in detail and be familiar with the duties and responsibilities of other staff members.

The staff must establish and maintain a high degree of coordination and cooperation, both internally and with staffs of higher, lower, and adjacent units. The staff's efforts must always focus on supporting the commander and on helping him support his subordinate units. Commanders can minimize risks by increasing certainty. The staff supports the commander by providing better, more relevant, timely, and accurate information; making estimates and recommendations; preparing plans and orders; and monitoring execution. This chapter describes the responsibilities and duties commonly performed by staff officers assigned to the headquarters of STARFLEET Marine units in the field from battalion through corps.

This chapter first discusses the relationship and the responsibility the commander, deputy commander, and chief of staff have with and to the staff. Next, it discusses the common duties and responsibilities of staff officers. Finally, it describes the specific responsibilities and duties commonly performed by coordinating staff officers, special staff officers, and personal staff officers.

5.01 The Commander-Staff Relationship

The commander makes and communicates decisions to several people, but this manual describes his communication of decisions and intentions to his staff. He also provides his staff leadership, direction, and guidance. The commander may personally communicate his intent or decisions, either verbally or in writing, or he may relay information to his staff through orders, commander's guidance, and other means.

The commander is responsible for all that his staff does or fails to do. He cannot delegate this responsibility. The final decision, as well as the final responsibility, remains with the commander. The commander must foster an organizational climate of mutual trust, cooperation, and teamwork.

When the commander assigns a staff member a mission, he also delegates the necessary authority for the staff member to accomplish the mission. Having delegated the authority to the staff member, the commander must provide the staff member with the guidance, resources, and support necessary to accomplish the mission.

The commander is responsible for training the staff. He may delegate routine staff training to the chief of staff, but the commander must train the staff to relay information and perform the mission to conform to his leadership style. The staff is an extension of the commander. The staff must know his leadership style and understand his intent to best support him, and subordinate, adjacent, and higher headquarters.

5.02 Deputy Or Assistant Commander-Staff Relationship (Corps, Division, Regiment, and Separate Brigades)

The relationship between the deputy or assistant commander and the staff is unique. Staff members do not work for the deputy or the assistant commanders unless the commander directs this relationship. Each commander must describe his deputy or assistant commander's roles, duties, and relationships with the CofS, the staff, and the commanders of subordinate units. Normally, he assigns specific fields of interest and responsibility to his assistants to decentralize decision making while maintaining overall command. Because deputy or assistant commanders must be able to assume command at any time, the commander must inform them of his battlefield vision and intent. The CofS must continually provide them with information concerning staff actions.

Deputy or assistant commanders normally do not have coordinating or special staffs. When they have specific responsibilities, the headquarters staff assists them as the commander prescribes. Deputy or assistant commanders give orders to the CofS (or the staff) within limits the commander prescribes. They may go to the CofS at any time for staff assistance. If a deputy or assistant commander needs a staff, the commander may detail officers from the headquarters or subordinate units to help him or make a subordinate unit's headquarters available to him.

At corps and major command levels, there is normally only one deputy or assistant commander. At division

level, there are normally two assistant commanders— the assistant division commander for maneuver (ADCM) or operations (ADCO), and the assistant division commander for support (ADCS). At regiment, brigade, and battalion levels, the executive officer is normally the commander's deputy or assistant commander. At this echelon of command, the executive officer also leads the staff. Along with the duties as the second in charge, he has the duties and responsibilities of the chief of staff, discussed next.

5.03 Chief Of Staff (Executive Officer)-Staff Relationship

The CofS (XO) is the commander's principal assistant for directing, coordinating, supervising, and training the staff, except in areas the commander reserves. The commander normally delegates executive management authority (equivalent to command of the staff) to the CofS. The CofS frees the commander from routine details and passes pertinent data, information, and insight from the staff to the commander and from the commander to the staff.

The value of a close and special relationship between the commander and the CofS cannot be overstated. The CofS must be able to anticipate battlefield events and share with the commander a near-identical battlefield vision of operations, events, and requirements. He must understand the commander's intent better than, or at least as well as, subordinate commanders. The CofS must understand the commander's personality, style, and instincts as they affect the commander's intentions. Staff members must inform the CofS of any recommendations or information they pass directly to the commander or of instructions they receive directly from the commander.

The CofS helps the commander control subordinate units in their preparing for future employment. He monitors their combat readiness status and directs actions that posture subordinate units for use by the commander. Under special conditions or missions, the commander may give the CofS temporary command of a portion of the force (such as in deployments, retrograde operations, and obstacle crossings, or when the commander and deputy or assistant commanders are unable to command).

A CofS is located at corps, division, and major command echelons and other units commanded by a general officer. The XO, performing the duties of the CofS, is located in units not commanded by a general officer (brigade, and battalion). Listed below are the areas and activities that are the responsibility of the chief of staff or executive officer in the role as supervisor of the staff. The CofS (XO) is responsible for:

- Integrating and synchronizing the warfighting plans
- Managing the commander's critical information requirements (CCIR)
- Establishing, managing, and enforcing the staff planning time line in accordance with the commander's guidance
- Supervising the targeting, deep operations, and other cross-forward line of troops (FLOT) planning cells
- Integrating deception planning and fratricide countermeasures into the plan
- Determining liaison requirements, establishing liaison information exchange requirements, and receiving liaison teams
- Directly supervising the main command post (CP) and headquarters cell, including displacement, protection, security, and communications
- Monitoring staff's discipline, morale, and combat and mobilization readiness
- Organizing, planning, and conducting staff training
- Supervising all tasks assigned to the staff
- Directing the efforts of coordinating and special staff members
- Ensuring staff work conforms to the mission and the commander's guidance and occurs within the time frame provided by the commander
- Ensuring the staff integrates and coordinates its activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with adjacent units)
- Informing the commander, deputy or assistant commanders, other primary staff members, and the CofSs of subordinate units about new missions, instructions, and developments
- Directing and supervising the staff's planning process
- Ensuring all staff members provide intelligence preparation of the battlefield (IPB) input to the G2
- Maintaining knowledge of all directives, orders, and instructions the commander issues to the staff, subordinate commanders, and subordinate units, and verifying their execution
- Ensuring the staff is rendering assistance to subordinate commanders and staffs, as necessary
- Supervising the integration of risk management across the entire staff for all planning and

execution of operations
- Coordinating staff responsibility for the following special staff officers:
  - o Headquarters commandant
  - o Secretary of the general staff (SGS)
  - o Liaison officers (LNOs)

5.04 Staff Activities
Staff activities focus on the purpose of the staff—to assist the commander. This is accomplished mainly by staff contributions to the timely making and executing of decisions. The commander and staff should be continually alert to opportunities to streamline cumbersome or time-consuming procedures. Staff activities must contribute to mission accomplishment and the procedures employed must be the means to accomplish the mission in an effective manner—not ends in themselves.

5.05 Common Responsibilities And Duties
The following paragraphs discuss the responsibilities and duties that all staff members have in common.

5.05.1 Advising and Providing Information to the Commander
The staff continuously provides information to the commander, sometimes before and sometimes after the information has been analyzed. This information is not necessarily provided to make an immediate decision, but to keep the commander abreast of the situation or "big picture." This is critical during the battle. The staff must continuously feed the commander information on the progress of the battle. One piece of information alone may not be significant, but added to others, it may be the information that allows the commander to formulate the big picture and to make a decision. Commanders and staff must always remember that they are often required to work multiple issues at the same time. Information must be set into the proper frame of reference and be relevant to prevent wasting staff officers' and commanders' time. Examples of information staff members provide include:

- Advising the commander and staff on capabilities, limitations, requirements, resource availability and employment, and all matters that deal with their areas of interest
- Advising the commander on the readiness status of their areas of interest
- Helping the commander see the battlefield
- Advising the commander and staff on the capabilities, limitations, and employment of supporting forces within their areas of interest
- Informing and advising the commander of directives and policy guidance from higher headquarters dealing with their areas of interest.

5.05.2 Preparing, Updating, and Maintaining Estimates
The staff prepares estimates to assist the commander in decision making. A staff estimate consists of significant facts, events, and conclusions (based on current or anticipated situations) and recommendations on how available resources can be best used and what additional resources are required. The commander uses recommendations to select feasible courses of action for further analysis. Adequate plans hinge on early and continuing estimates by staff officers. Their failure to make or update these estimates may lead to errors or omissions in the development of a course of action. An example is staff officers maintaining a current estimate of the situation in their areas of interest, in coordination with other staffs.

5.05.3 Making Recommendations
Staff officers make recommendations to assist the commander in reaching decisions and establishing policies. Staff officers also offer recommendations to one another and to their subordinate commanders. These recommendations are for information and assistance only.

Recommendations may be presented as written estimates or studies, or they may be presented orally. Whether the procedures are formal or informal, staff officers must carefully analyze and compare all feasible alternatives using the best information available. They must candidly and objectively present the alternatives to the commander clearly showing the advantages and the disadvantages. They must be thoroughly prepared to recommend a best alternative to the commander. Their preparation includes coordinating with the staff officers whose areas of interest will be affected by the recommendation. The recommendations are stated in a form that requires only the commander's approval or disapproval. Examples of staff officers' recommendations include:
- Recommending command policy and guidance concerning their areas of interest, to include

capabilities, limitations, and employment
- Recommending to the commander policies and procedures to enhance capabilities in their areas of interest
- Recommending to the commander (or tasking when they have been delegated such authority by the commander) the allocation of scarce assets or resources to support operations in their areas of interest
- In coordination with the G3 (S3), recommending to the commander the priorities for the employment, distribution, and support in their areas of interest
- Recommending priorities, risk, and command and support relationships between units to the commander
- Recommending organization for combat for their areas of interest
- Recommending the organization for combat, allocations to subordinate units, and command and support relationships between subordinate units and organic units in their areas of interest
- Recommending the allocation of resources and synchronizing the employment of all organic and supporting units to support the scheme of maneuver in their areas of interest
- Recommending use of assets of other services for their areas of interest and advising liaison representatives from supporting services
- Planning and recommending missions dealing with their areas of interest
- Recommending to the G3 (S3) the general location and movements of units under their areas of interest

5.05.4 Preparing Plans and Orders

The staff prepares and issues plans and orders to carry out the commander's decisions, coordinating all necessary details. The commander may delegate authority to staff officers to issue plans and orders without his personal approval. A single staff officer is assigned the responsibility for preparing and publishing a plan or order.

Other staff officers prepare elements of the plan or order in their areas of interest. Examples include:

- Formulating the concept of operations and concept of support in line with the commander's intent in their areas of interest
- Identifying specified and implied tasks to support the plan
- Developing the scheme of maneuver to support the course of action (COA)
- Adjusting plans according to feedback
- Preparing that area of interest portion of the command training plan and exercising staff supervision over the execution of training in their areas of interest
- Identifying constraints
- Preparing, authenticating, and distributing their portion of the command SOP, operation plans (OPLANs), operation orders (OPORDs), annexes, estimates, appendixes, support plans, command training plan, reports, studies, and summaries
- Using the results of war gaming

5.05.6 Monitoring Execution of Decisions

The staff assists the commander by ensuring that subordinates carry out the commander's decisions. Staff supervision relieves the commander of much detail, keeps the staff informed of the situation, and provides the staff with the information needed to revise estimates and to provide progress reports to the commander as plans and orders are implemented. Staff officers ensure that decisions reach the intended recipients that decisions are understood, and that decisions are executed within the commander's intent. They also initiate recommendations for modifications and elaborations when circumstances demand. Supervision is accomplished through analyzing reports, messages, and staff visits. Actions by staff members include:

- Monitoring the execution of instructions, plans, and orders in their areas of interest
- Ensuring that organic, assigned, and supporting units accomplish tactical-level missions in support of the ground commander's scheme of maneuver in their areas of interest
- Formulating and supervising policies concerning operations in their areas of interest

5.05.7 Processing, Analyzing, and Disseminating Information

Staff officers cannot be just data collectors and transmitters. They must have the ability to analyze and clearly articulate information. The staff collects, collates, analyzes, processes, and disseminates information that flows continuously into the headquarters. The staff rapidly processes and provides critical elements of this information to the commander and other members of the staff.

Staff officers routinely analyze matters that affect operations. Essential in an analysis is identifying problems that may affect the staff officer's area of interest or the command as a whole. Judgment and experience are major factors in the staff officer's ability to recognize problems. He should develop a systematic approach, weighing each new item of information in relation to other information at his disposal. A good approach will help him determine the significance of the information and what action, if any, is necessary. Staff officers use many means to disseminate information. Examples are briefings, electronic mail, staff papers, reports, and summaries.

Reports and summaries are used extensively to provide information to higher, lower, and adjacent commands. Nearly every staff section prepares and distributes them. The minimum number of reports and summaries consistent with the commander's need for information should be required of the subordinate command. Actions by staff officers include:

- Submitting information and intelligence reports to the G2 (S2) concerning their areas of interest
- Maintaining current friendly and enemy situation information, maps, and overlays
- Providing technical assistance to the G2 (S2) in their areas of interest while studying and evaluating the enemy capabilities in their areas of interest and supporting the battlefield surveillance plan
- Providing risk assessment input to the G3 (S3) in their areas of interest
- Reporting information dealing with their broad areas of interest to the historian
- Monitoring operations security (OPSEC) measures within areas of interest to comply with directives and procedures
- Identifying host nation (HN) requirements and coordinating with the G5 (S5) on integrating HN assets in their areas of interest
- Assessing shortfalls of occupational specialties and personnel readiness issues
- Determining workload requirements and assessing status of their organizations in their areas of interest
- Evaluating the effectiveness of support provided by their areas of interest
- Identifying requirements for additional units, personnel, equipment, or support in their areas of interest
- Determining and planning training requirements for the force as a whole in their areas of interest
- Determining requirements for forces and equipment in their areas of interest, based on the commander's priorities and in coordination with other staff elements and subordinate commands
- Determining the adequacy of priorities for employing units under their broad areas of interest
- Performing review and analysis in their areas of interest to determine and enhance their effectiveness in supporting operations and achieving objectives
- Analyzing operational effects on the environment and assessing environmental status

5.05.8 Identifying and Analyzing Problems

The staff must continually identify current and future problems or issues that will affect mission accomplishment.

Once a problem is identified, the staff officer must analyze what actions or coordination must take place to resolve the issue. Sometimes the staff officer will have the capability and authority to correct the problem without direction from the commander. If not, once the problem is thoroughly analyzed, the staff officer must inform the commander so that he can make the appropriate decision to resolve the issue.

5.05.9 Conducting Staff Coordination

Staff coordination results in making certain that "pieces" fit together in an integrated whole; good staff coordination requires personal initiative, a spirit of cooperation, and the genuine interest of each staff member in achieving a unified effort. Most staff actions require coordination that extends beyond the immediate command and includes higher, adjacent, lower, and supporting commands, as appropriate. Coordination is essential for four reasons: to ensure a thorough understanding of the commander's intent, to ensure complete and coherent staff actions, to avoid conflict and duplication by adjusting as needed plans or policies before their implementation, and to ensure all factors are considered.

The coordinating staff officer, under whose area of interest the action falls, has specific responsibility for coordinating that action. He frequently designates a member of his section to be the action officer for the action under consideration. The action officer and all other interested staff officers examine and correlate all subactions and resolve any conflicts. Each staff officer examines the action from his own and the commander's points of view and determines the proper action within his area of interest. The action is then presented to the appropriate approving authority for a final decision. Coordination by staff officers includes:

- Providing IPB information in their areas of interest to the G2
- Providing direction to all other staff elements about issues and information dealing in their areas of interest
- Maintaining close contact and exchanging information with the command and with corresponding commanders, staff officers, and sections at the higher, lower, adjacent, and supporting echelons of command
- Coordinating with higher and adjacent commands, other services, and agencies (as appropriate), to request, receive, or provide information pertinent to their areas of interest
- Coordinating with other staff sections
- Coordinating with their corresponding joint staff element. (The G3 (S3) has special coordinating responsibility not only with the J3 (operations), but also the J5 (plans and policy) and the J6 (command, control, communications, and computer (C4) systems. The G5 (S5) has special coordinating responsibility not only with the J3, but also with the J5.)
- Providing advice and assistance to support unit commanders on matters dealing with their areas of interest
- Coordinating with the G5 (S5) for host nation support or local civilian support in their areas of interest
- Coordinating with the G3 (S3), higher and adjacent commands, and war campaign planners to support the battle in their areas of interest
- Coordinating (horizontally, vertically, and with adjacent units) and integrating all activities within their areas of interest

5.05.10 Conducting Training

Every staff officer must assess training requirements across the command within his respective area of interest. These requirements are then added into the overall command training plan through the operations officer. The staff officer must determine the amount and type of training and requirements for evaluating the training. This may include any technical training necessary in the command in the staff officer's area of interest. The staff officer is then responsible for planning and supervising this training within the command. Examples include:

- The G2 submits specific intelligence training requirements for individual soldiers to the G3
- The G5 submits to the G3 specific training requirements on treatment and disposition of enemy defectors and enemy prisoners of war
- The safety officer submits to the G3 risk management training required within the command

In addition to above, every staff member is responsible for supporting the overall training program of the unit with expertise and resources from his area of interest.

5.05.11 Performing Staff Assistance Visits

Staff officers visit subordinate units to get information for the commander, to observe the execution of orders or instructions, and to provide advice and assistance in their areas of responsibility. Certain designated representatives make these visits in the commander's name. The staff officer should call on the subordinate unit commander to explain the purpose of his visit. Before leaving, he should report his findings to the subordinate commander and any information he plans to take back to his staff section, chief of staff, or commander. The staff officer should avoid interfering with the unit commander's responsibilities. If the higher commander's orders seem to have been misunderstood, the staff officer should give additional information and guidance to the subordinate commander or his staff. When the staff officer returns to his headquarters, he makes a brief oral or written report of his observations to his staff principal, chief of staff, or commander, if appropriate. The chief of staff then provides this report to other staff officers, if necessary.

5.05.12 Performing Risk Management

Every staff officer must integrate risk management into the planning and execution of training and operational missions. The staff officer assists the commander in minimizing unnecessary risk by increasing certainty in all operations. He uses the risk management process to assess his functional area and make control measure recommendations to reduce or eliminate risk to support the combat power dynamics of protection. Examples include:

- Applying risk management during the decision making process to identify force protection shortcomings in operating system functions
- Developing and implementing controls for the commander that supports the mission by avoiding unnecessary risk and loss of combat power
- Providing support to operational requirements and establishing procedures and standards that are clear and practical for each specified and implied task

5.05.13 Conducting Staff Inspections

Individual officers or teams conduct staff inspections as directed by the commander. Inspections normally are conducted to determine certain conditions within a subordinate unit, such as compliance or conformity with policies and regulations. Both the positive and negative observations are noted. Before the inspection, the unit commander is informed of the nature and the purpose of the inspection. Afterward, an informal report of the inspection results is provided to the subordinate commander before the inspecting officer or team leaves. Later, a formal written report to the commander normally is prepared and a copy of the report, furnished to the inspected unit. An example of staff officers' inspections is evaluating training within their areas of interest.

5.05.14 Conducting Staff Writing

Staff officers prepare a variety of written communications, particularly at division and above, where operations rely primarily on written directives, reports, orders, and studies. Writing is a means of communicating ideas to the commander, subordinate unit commanders, and other staff officers. Effective staff writing should convey the writer's exact meaning and should not be subject to misinterpretation.

5.05.15 Conducting Staff Research

Staff research is the collection and evaluation of facts necessary to solve problems or to provide information.

Some facts are available in office records while others can be found only by examining many sources. The problem determines the research needed. Only after analyzing the problem and listing the main issues to be considered can the staff officer determine how much and what kind of information he must collect. The extent of research is the staff officer's decision. The staff officer must decide when he has the information he needs to draw valid conclusions. To be valid, conclusions must be relevant to the topic, objective, and supported by the data, and they must be arrived at through a logical thought process.

5.05.16 Performing Staff Administrative Procedures

Every staff officer performs administrative procedures to provide continuity for completed staff actions and to allow the staff member or staff section to efficiently and effectively accomplish its tasks. Each staff member must manage his administrative activities within his own staff section. Examples include:

- Maintaining policy files of the commander and higher headquarters
- Maintaining current command SOP and, specifically, the internal SOP for the staff member's area of interest
- Maintaining staff section records to provide the commander with essential information
- Maintaining reference files for his area of interest

5.05.17 Supervising Staff Section and Staff Personnel

Every staff officer must be capable of supervising his staff section personnel, including:

- Performing staff supervision of activities and units assigned, attached, or under the operational control (OPCON) of the command that come under his area of interest to ensure adequate support of the command
- Recommending and coordinating assignments and personnel issues affecting his area of interest
- Coordinating procurement, storage, issue, and distribution of equipment in his area of interest
- Supporting assigned, attached, or OPCON units or individuals under the supervision of a particular staff section (such as with administration, shelter, food, and supplies)
- Acting as a staff advisor for assigned, attached, supporting, or OPCON units or personnel in his area of interest
- Determining, planning, evaluating, and supervising specific training requirements for his staff section
- Monitoring the maintenance, personnel, and equipment status within his area of interest and advising the commander and responsible staff
- Organizing and supervising subelements in his area of interest.

5.06 Specific Staff Responsibilities And Duties

This section describes the specific and unique responsibilities and duties of the coordinating, special, and personal staff groups discussed in the basic staff model in Section 3. The common responsibilities and duties inherent to every staff officer were discussed in the last section. Coordinating staff officers have primary staff responsibility for several special staff officers. This section describes the relationship between these two staff groups. The coordinating staff officer establishes procedures for coordinating and integrating special staff activities within his field of interest and responsibility. This section also discusses the uniqueness of the personal staff officer who wears two hats. He is both a personal staff officer and a special staff officer, according to regulations.

5.07 Coordinating Staff Officers

Every staff has coordinating staff officers who coordinate actions for the commander and of special staff officers.

Coordinating staff responsibility includes:

- Ensuring that the special staff officer or section has personnel, logistics, facilities, and proper support
- Coordinating actions and taskings of special staff officers across the entire staff, as necessary
- Informing the chief of staff of the special staff officer's actions

The discussion that follows lists under each coordinating staff officer that officer's specific coordination responsibilities.

5.07.1 Assistant Chief of Staff, G1 (S1), Personnel

The G1 (S1) is the principal staff officer for all matters concerning human resources (military and civilian), which include personnel readiness, personnel services, and headquarters management. A personnel officer is located at every echelon from battalion through corps. The common staff duties and responsibilities were listed in the previous section. Following are the areas and activities that are the specific responsibility of the G1 (S1).

Manning, which involves:
- Personnel readiness management, which includes:
    - Analyzing personnel strength data to determine current combat capabilities
    - Projecting future requirements
- Unit strength maintenance, including monitoring, collecting, and analyzing data affecting soldier readiness (such as morale, organizational climate, commitment, and cohesion)
- Monitoring of unit strength status
- Development of plans to maintain strength
- Personnel replacement management, which includes:
    - Receiving, accounting, processing, and delivering personnel
    - Advising the commander and staff on matters concerning individual replacements and the operation of the replacement system
    - Preparing estimates for personnel replacement requirements based on estimated casualties, nonbattle losses, and foreseeable administrative losses
    - Preparing plans and policies to govern assignment of replacement personnel
    - Requesting and allocating individual replacements according to G3 priorities
    - Integrating the personnel replacement plan from the G1 with the equipment replacement plan from the G4 and with the training plan from the G3
    - Coordinating and monitoring readiness processing, movement support, and the positioning of replacement-processing units
    - Planning and coordinating policies for personnel determined unfit for combat duty (for example, medical reasons)
- Casualty operations management, which involves casualty reporting, notification, and assistance; line-of duty determination; reporting of status of remains; and casualty mail coordination
- Retention (reenlistment)
- Assessing and documenting of enemy prisoner of war (EPW) injury, sick, and wound rates

Health and personnel service support, which involves:
- Staff planning and supervising, which includes:
    - Morale support activities, including recreational and fitness activities
    - Community and family support activities and programs
    - Quality-of-life programs
    - Postal operations (operational and technical control), including EPW mail services
    - Band operations
    - Awards programs
    - Administration of discipline
- Personnel service support, including religious support, legal services, and command information
- Assessment of the status of morale and recommendation of programs to enhance low morale

Headquarters management, which includes:
- Managing the organization and administration of the headquarters
- Recommending manpower allocation
- Coordinating and supervising:
    - Movement
    - Internal arrangement
    - Space allocation
    - Administrative support

Staff planning and supervision over**:**
- Administrative support for military and civilian personnel, to include leaves, passes, counseling, and personal affairs
- Administration of discipline, and law and order (in coordination with the G3 (PM)), including absence without leave (AWOL), desertion, court martial offenses, requests for transfers, rewards and punishments, and disposition of stragglers
- Recommending of intelligence requirements (IR) to the G2

Coordination of staff responsibility for the following special staff officers:
- Adjutant general (AG)
- Surgeon

Coordination of staff responsibility for the following special and personal staff officers (when coordination is necessary):
- Chaplain
- Inspector general
- Public affairs officer
- Staff judge advocate

NOTE: When these personal staff officers are performing duties as special staff officers, the G1 is responsible for staff coordination.

5.07.2 Assistant Chief of Staff, G2 (S2), Intelligence
The G2 (S2) is the principal staff officer for all matters concerning military intelligence (MI), counterintelligence, security operations, and military intelligence training. An intelligence officer is located at every echelon from battalion through corps. The common staff duties and responsibilities were listed in the previous section. Following are the areas and activities that are the specific responsibility of the G2 (S2).

Military intelligence (MI), which involves:
- Disseminating intelligence to commanders and other users in a timely manner
- Collecting, processing, producing, and disseminating intelligence
- Conducting and coordinating intelligence preparation of the battlefield (IPB)
- Recommending unit area of interest and assisting the staff in defining unit battlespace
- Describing the effects of the battlefield environment on friendly and enemy capabilities
- Evaluating the threat (their doctrine, order of battle factors, high-value targets (HVTs), capabilities, and weaknesses)
- Determining enemy most probable and most dangerous courses of action and key events
- Coordinating with the entire staff and recommending PIR for the commander's critical information requirements
- Integrating staff input to IPB products for staff planning, decision making, and targeting
- Coordinating with the G3 (PM) for processing (for intelligence purposes) materials taken from EPWs and civilian internees
- Coordinating ground and aerial reconnaissance and surveillance operations with other collection assets
- Participating in targeting meeting
- Debriefing personnel returning from enemy control
- Analyzing, in coordination with the G3 (engineer coordinator (ENCOORD)), enemy capability to use environmental manipulation as a means to impede friendly forces or jeopardize long-term objectives
- Coordinating technical intelligence activities and disseminating information
- Assisting the G3 in planning target acquisition activities for collection of target information
- Coordination with the chemical officer to analyze the enemy's capability and predictability of using nuclear, biological, and chemical (NBC) weapons
- Coordinating with the G1 the enemy situation that may affect evacuation or hospitalization plans
- Coordinating with the G4 the enemy situation that may affect logistics operations
- Coordinating with the G5 the enemy situation that may affect civil-military operations
- Assisting the G3 (deception officer) in preparing deception plans by recommending the target and objective based on assessed enemy collection capability and susceptibility to deception
- Assisting the G3 in information operations, to include command and control warfare (C2W)

- Planning and managing intelligence collection operations in coordination with the G3 and fire support planners
- Recording, evaluating, and analyzing collected information to produce all-source intelligence that answers the commander's priority intelligence requirements and information requirements (IR), including battle damage assessments (BDAs)
- Maintaining the current situation regarding the enemy and environmental factors and updating IPB and the intelligence estimate
- Determining map requirements and managing the acquisition and distribution of map and terrain products in coordination with the G3 (ENCOORD), who is responsible for map and terrain product production

Counterintelligence (CI), which involves:
- Identifying enemy intelligence collection capabilities, such as human intelligence (HUMINT), signals intelligence (SIGINT), imagery intelligence (IMINT), and efforts targeted against the unit
- Evaluating enemy intelligence capabilities as they affect the areas of OPSEC, counter surveillance, signals security (SIGSEC), security operations, deceptions planning, psychological operations (PSYOP), rear area operations, and force protection
- Conducting counterintelligence liaison for security and force protection
- Conducting counterintelligence force protection source operations

Security operations, which involve:
- Supervising the command and personnel security program
- Evaluating physical security vulnerabilities to support the G3
- Coordinating security checks for indigenous personnel

Staff planning and supervision over the special security office.

Coordination of staff responsibility for the following special staff officers:
- Staff Weather office (SWO).

Intelligence training, which involves:
- Preparing the command intelligence training plan and integrating intelligence, counterintelligence, operational security, enemy (organization, equipment, and operations), and intelligence preparation of the battlefield considerations into other training plans
- Exercising staff supervision of MI support to the command's intelligence training program.

5.07.3 Assistant Chief of Staff, G3 (S3), Operations
The G3 (S3) is the principal staff officer for all matters concerning training, operations and plans, and force development and modernization. An operations officer is located at every echelon from battalion through corps. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G3 (S3) follow.

Training, which involves:
- Supervising the command training program
- Preparing and supervising the execution of training within the command
- Preparing the training guidance for the commander's approval and signature
- Assisting the commander in developing and training the unit's mission-essential task list (METL)
- Identifying training requirements, based on the unit's METL and training status
- Ensuring that training requirements orient on conditions and standards of combat
- Determining requirements for and allocation of training resources
- Organizing and conducting internal schools and obtaining and allocating quotas for external schools
- Planning and conducting training inspections, tests, and evaluations
- Maintaining the unit-readiness status of each unit in the command
- Compiling training records and reports as appropriate

Operations and plans, which involve:
- Preparing, coordinating, authenticating, publishing, and distributing the command SOP, OPLANs, OPORDs, fragmentary orders (FRAGOs), and warning orders (WARNOs) to which other staff sections contribute
- Planning, coordinating, and supervising exercises
- Participating in targeting meetings
- Reviewing plans and orders of subordinate units
- Synchronizing tactical operations with all staff sections
- Reviewing entire OPLANs and OPORDs for synchronization and completeness
- Monitoring the battle
- Ensuring necessary combat support (CS) requirements are provided when and where required
- Coordinating with the G5 on using tactical forces to establish civil government
- Coordinating with the G2 to write the reconnaissance and surveillance annex, which includes tasking units with available assets, to collect the commander's priority intelligence requirements
- Recommending IR to the G2
- Integrating fire support into all operations
- Planning troop movement, including route selection, priority of movement, timing, providing of security, bivouacking, quartering, staging, and preparing of movement order
- Recommending priorities for allocating critical command resources, such as, but not limited to:
  - Time (available planning time)
  - Ammunition basic loads and the controlled supply rate (CSR) of ammunition
  - Personnel and equipment replacements
  - Electronic frequencies and secure key lists
- Developing ammunition required supply rate (RSR) in coordination with the G2 and G4
- Requisitioning replacement units through operational channels
- Establishing criteria for reconstitution operations
- Recommending use of resources to accomplish both maneuver and support, including resources required for deception purposes
- Coordinating and directing terrain management (overall ground manager)
- Determining combat service support (CSS) resource requirements in coordination with the G1 and G4
- Participating in course of action and decision support template (DST) development with G2 and FSCOORD
- Coordinating with ENCOORD, G2, G5, and surgeon to establish environmental vulnerability protection levels
- Furnishing priorities for allocation of personnel and critical weapon systems replacement to combat units
- Recommending the general locations of command posts
- Recommending task organization and assigning missions to subordinate elements, which includes:
  - Developing, maintaining, and revising the troop list
  - Organizing and equipping units, including estimating the numbers and types of units to be organized and the priority for phasing in or replacing personnel and equipment
  - Assigning, attaching, and detaching units, detachments, or teams
  - Receiving units, detachments, or teams, including orienting, training, and reorganizing them as necessary
- Coordinating with the G1 (CPO) civilian personnel involvement in tactical operations

Force development and modernization, which involve:
- Reviewing, analyzing, and recommending a planned or programmed force structure
- Processing procedures for unit activation, inactivation, establishment, discontinuance, and reorganization force accounting)
- Fielding new weapons and equipment systems (force modernization)
- Evaluating the organizational structure, functions, and workload of military and civilian personnel to ensure their proper use and requirements (manpower utilization and requirements)
- Allocating manpower resources to subordinate commands within established ceilings and guidance (manpower allocation)
- Developing and revising unit force data for documenting any changes to the MTOE and modification table of distribution and allowances (MTDA)
- Planning and conducting formal, on-site manpower and equipment surveys

- Recording and reporting data for information, planning and programming, allocation, and justification (manpower reports)
- Ensuring MTDA and MTOE documents reflect the minimum-essential and most-economical equipment needed to accomplish the assigned mission

The G3 determines qualitative and quantitative personnel requirements for new equipment and systems.

Staff planning and supervision over:
- OPSEC, including analyzing the OPSEC posture of the command, determining essential elements of friendly information (EEFI) and OPSEC vulnerabilities, evaluating and planning counter surveillance operations and countermeasures, coordinating SIGSEC measures with the G6 (S6), conducting OPSEC surveys, and evaluating effectiveness of force protection measures
- Force protection
- Airspace command and control (AC2)
- Information operations, to include C2W
- Area damage control
- Rear operations (G3 prepares the rear operations annex)
- Discipline, and law and order (coordinates with the G1 on administrative procedures dealing with discipline, law and order)
- Activation and deactivation of units
- Mobilization and demobilization
- Operations concerning EPWs and civilian internees, in coordination with the provost marshal

Coordination of staff responsibility for the following special staff officers:
- Air defense coordinator (ADCOORD)
- Air liaison officer (ALO)
- Air/naval gunfire liaison company (ANGLICO) commander
- Aviation coordinator (AVCOORD)
- Deception officer
- Electronic warfare officer (EWO)
- Engineer coordinator (ENCOORD)
- Explosive ordnance disposal (EOD) officer
- Fire support coordinator (FSCOORD)
- Liaison officer (LNO)
- Provost marshal (PM)
- Psychological operations (PSYOP) officer
- Safety officer
- Special operations coordinator (SOCOORD)
- Theater airlift liaison officer (TALO)

5.07.4 Assistant Chief of Staff, G4 (S4), Logistics
The G4 (S4) is the principal staff officer for coordinating the logistics integration of supply, maintenance, transportation, and services for the command. The G4 (S4) is the link between the support unit and his commander plus the rest of the staff. The G4 (S4) assists the support unit commander in maintaining logistics visibility with the commander and the rest of the staff. The G4 (S4) must also maintain close and continuous coordination with the G3 (S3). A logistics officer is located at every echelon of command from battalion through corps. At brigade and battalion levels, the S4 not only coordinates activities but also executes requirements for the commander and unit. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G4 (S4) follow.

Logistics operations and plans (general), which involve:
- Providing information on enemy logistics operations to the G2 (S2) for inclusion to IPB
- Developing with the G3 the logistics plan to support operations
- Coordinating with the G3 and G1 on equipping replacement personnel and units
- Coordinating with supporting unit commander on the current and future support capability of that unit
- Coordinating the selection and recommending of main supply routes (MSRs) and logistics support areas, in coordination with the ENCOORD, to the G3

- • Performing logistics preparation of the battlefield in coordination with support command
- • Recommending IR to the G2
- • Recommending command policy for collection and disposal of excess property and salvage
- • Participating in targeting meetings

Supply, which involves:
- • Determining supply requirements (except for medical requirements). This function is shared with the support unit commander and the G3
- • Recommending support and supply priorities and controlled supply rates for publication in OPLANs and OPORDs
- • Coordinating all classes of supply, except Class VIII (medical), according to commander's priorities. Class
- • VIII is coordinated through medical supply channels
- • Coordinating the requisition, acquisition, and storage of supplies and equipment, and the maintenance of materiel records
- • Ensuring, in coordination with the provost marshal, that accountability and security of supplies and equipment are adequate
- • Calculating and recommending to the G3 basic and prescribed loads and assisting the G3 in determining the required supply rates
- • Coordinating and monitoring the collection and distribution of excess, surplus, and salvage supplies and equipment
- • Directing the disposal of captured enemy supplies and equipment after coordination with the G2
- • Coordinating the allocation of petroleum products to subordinate units
- • Coordinating with the G5 (S5) to support foreign power support requirements

Maintenance, which involves:
- • Monitoring and analyzing the equipment-readiness status
- • Determining, with the support command, maintenance workload requirements (less medical)
- • Coordinating, with the support command, equipment recovery and evacuation operations
- • Determining maintenance time lines

Transportation, which involves**:**
- • Conducting operational and tactical planning to support movement control and mode and terminal operations
- • Coordinating transportation assets for other services
- • Coordinating withG5 (S5) for host nation support
- • Coordinating with the G1 and the G3 (PM) on transporting replacement personnel and EPWs
- • Coordinating special transport requirements to move the command post
- • Coordinating with the G3 for logistics planning of tactical troop movement

Support Services, which involve:
- • Coordinating the construction of facilities and installations, except for fortifications and signal systems.
- • Coordinating field sanitation
- • Coordinating actions for establishing an organizational clothing and individual equipment operation for exchange and for replacing personal field (TA-50) equipment
- • Coordinating or providing food preparation, water purification, mortuary affairs, aerial delivery, laundry, shower, and clothing and light textile repair
- • Coordinating the transportation, storage, handling, and disposal of hazardous material or hazardous waste
- • Coordinating unit spill prevention plans

Staff planning and supervision over:
- • Identification of requirements and restrictions for using local civilians, EPWs, and civilian internees and detainees in logistics support operations
- • Battlefield procurement and contracting
- • Coordination with SJA on legal aspects of contracting
- • Real property control
- • Food service
- • Fire protection

- Bath and laundry services and clothing exchange
- Mortuary affairs

Coordination of staff responsibility for the special staff officer:
- Transportation officer

5.07.5 Assistant Chief of Staff, G5 (S5), Civil-Military Operations

The G5 (S5) is the principal staff officer for all matters concerning civil-military operations (the civilian impact on military operations and the impact of military operations on the civilian populace). The G5 (S5) has responsibility to enhance the relationship between military forces and civilian authorities and personnel in the area of operations to ensure the success of the mission. The G5 (S5) is required at all echelons from battalion through corps level but authorized only at division and corps levels. Once deployed, units and task forces below division level may be authorized an S5. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G5 (S5) follow.

Civil-military operations (CMO), which involve:
- Advising the commander of the civilian impact on military operations
- Advising the commander on his legal and moral obligations concerning the impact of military operations on the local populace (economic, environmental, and health) for both the short and long term
- Minimizing civilian interference with combat operations, to include dislocated civilian operations, curfews, and movement restrictions
- Advising the commander on the employment of other military units that can perform CMO missions
- Establishing and operating a civil-military operations center (CMOC) to maintain liaison with and coordinate the operations of other Federation agencies; host planet civil and military authorities; and nongovernmental, private voluntary, and intergalactic organizations in the area of operations
- Planning positive and continuous community relations programs to gain and maintain public understanding and good will, and to support military operations
- Coordinating with the SJA concerning advice to the commander on rules of engagement for dealing with civilians in the area of operations
- Providing recommended CMO-related IR and EEFI to the G2
- Coordinating with the G3 (FSCOORD) on protected targets
- Providing the G2 operational information gained from civilians in the area of operations
- Coordinating with the G3 (PSYOP) on trends in public opinion
- Coordinating with the G1 (surgeon) on the military use of civilian medical facilities, materials, and supplies.
- Assisting the G1 with coordination for local labor resources
- Coordinating with the PAO and the G3 (PSYOP) to ensure disseminated information is not contradictory
- Coordinating with the PAO on supervising public information media under civil control
- Providing instruction to units or officials (friendly, or host nation civil or military) and the population in identifying, planning, and implementing programs to support the civilian populations and strengthen the host nation internal defense and development
- Identifying and assisting the G6 with coordination for military use of local communications systems
- Providing technical advice and assistance in the reorientation of enemy defectors, EPWs, and civilian internees or detainees
- Participating in targeting meetings
- Coordinating with the G3 (PM) the planning of the control of civilian traffic in the area of operations
- Assisting the G3 with information operations
- Identifying and assisting the G4 with coordination for facilities, supplies, and other material resources available from the local civil sector to support military operations
- Coordinating with the G1 and SJA in establishing off-limits areas and establishments
- Coordinating with the SJA on civilian claims against the Federation

Staff planning and supervision over:
- Attached civil affairs (CA) units

- Military support to civil defense and civic action projects
- Protection of culturally significant sites
- Humanitarian civil assistance and disaster relief
- Noncombatant evacuation operations (NEO)
- Emergency food, shelter, clothing, and fuel for local civilians
- Public order and safety as it applies to military operations

5.07.6 Assistant Chief of Staff, G6 (S6), Signal

The G6 (S6) is the principal staff officer for all matters concerning signal operations, automation management, network management, and information security. A G6 (S6) is located at all echelons of command from battalion through corps. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the G6 (S6) follow.

Signal operations, which involve:
- Managing and controlling the use of information network capabilities and network services from the power projection sustaining base to the forward most fighting platforms
- Managing radio frequency allocations and assignments and providing spectrum management.
- Managing the production of user directories and listings
- Recommending signal support priorities for force information operations
- Recommending locations for command posts within information battlespace
- Coordinating with the G5 the availability of commercial information systems and services for military use
- Managing all signal support interfaces with joint and multinational forces, including host nation support interfaces
- Coordinating, updating, and disseminating the command frequencies lists
- Managing communications protocols, and coordinating user interfaces of defense information system networks (DISNs) and command and control systems down to battalion tactical internets
- Recommending IR to the G2
- Internal distribution, message services, and document reproduction
- Ensuring redundant signal means are available to pass time-sensitive battle command information from collectors to processors and between medical units and supporting medical laboratories
- Participating in targeting meetings

Automation management, which involves:
- Managing the employment automation (hardware, software) supporting the force, including the operations of the automation management office (AMO)
- Establishing automation systems administration procedures for all automation software and hardware employed by the force
- Coordinating the configuration of local area networks that support the force

Information security, which involves*.*
- Managing communications security (COMSEC) measures, including the operation of the Information System Security Office (ISSO) of the signal support elements
- Establishing automation systems security for all automation software and hardware employed by the force
- Recommending C2-protect priority information requirements

Staff planning and supervision over:
- The command's signal support network
- Activities of the signal office

5.07.7 Support Operations Officer/Materiel Officer (Only in Support Commands/Battalions)

The support operations officer or materiel officer is the principal staff officer for coordinating logistics and combat health support to supported units. He provides the technical supervision for the CSS mission of the support command. He is the key interface between the supported unit and support command providing the support. A support operations officer or materiel officer is located in support commands and battalions. The common staff duties and responsibilities were listed in the previous section. The areas and activities that are the specific responsibility of the support operations officer or materiel officer follow:

- Advises the commander on support requirements versus support assets available
- Coordinates external support requirements for supported units
- Synchronizes support requirements to ensure they remain consistent with current and future operations
- Plans and monitors support operations and makes necessary adjustments to ensure support requirements are met
- Coordinates with the S4 to track available combat service support assets
- Coordinates support locations and time schedules with the S2/S3 and supported units
- Prepares and distributes the external service support SOP that provides guidance and procedures to supported units
- Provides input to the supported units on the logistics estimate and service support annex. Prepares external service support annex
- Provides technical assistance to supported units

5.08 Special Staff Officers

Every staff has special staff officers. This section addresses the specific duties of each special staff officer. Common staff duties and responsibilities were discussed earlier in this chapter. The number of special staff officers and their duties and responsibilities vary with the level of command, the authorizations, the desires of the commander, and the size of the command. If, at a given echelon, a special staff officer is not assigned, the corresponding coordinating staff officer assumes those responsibilities as necessary. This section first lists the coordinating staff officer; the special staff officer or officers he has coordinating responsibility for are listed beneath.

5.08.1 Chief of Staff (CofS)

The following special staff officers are the coordinating staff responsibility of the CofS.

5.08.1.1 Headquarters Commandant

The headquarters commandant is the special staff officer responsible for OPCON over soldiers assigned to the specific headquarters who are not assigned or attached to subordinate commands. A headquarters commandant is located at corps, division, and major support command levels. Besides his common staff responsibilities, the headquarters commandant is responsible for these areas and activities:

- Local headquarters security, to include construction of defensive positions
- Arrangement and movement of the headquarters
- Training and morale activities for headquarters personnel
- Food service, quartering, medical support, field sanitation, and supply for headquarters personnel
- Reception and accommodation of visitors and augmentees
- Motor transportation organic to or allocated for use by the headquarters
- Maintenance of equipment organic to or allocated for use by headquarters

5.08.1.2 Secretary of the General Staff (SGS)

The secretary of the general staff is the special staff officer who acts as executive officer for the chief of staff. There is a secretary of the general staff at corps, division, and major support command levels or wherever there is a general officer with a staff. Besides his common staff responsibilities, the SGS's specific responsibilities are as follows:

- Plans and supervises conferences chaired by the commander, deputy or assistant commanders, or the CofS
- Directs preparation of, and monitors execution of, itineraries for distinguished visitors to the

headquarters
- Monitors preparation and execution of all official social events and ceremonies involving the commander, deputy or assistant commanders, and the CofS
- Acts as the informal point of contact for LNOs

5.08.2 G1 (S1)
The following special staff officers are the coordinating staff responsibility of the ACofS, G1 (S1).

5.08.2.1 Adjutant General (AG)
The adjutant general is the special staff officer responsible for coordinating personnel and administrative services assets and operations. The AG is the senior adjutant general officer in the force. The corps AG also serves as the personnel group commander. An adjutant general is located at corps and division levels. Besides his common staff responsibilities, the adjutant general's specific responsibilities are as follows:

- Helps the G1 prepare and maintain the current personnel estimate of the situation
- Assesses current and projected strength data to maintain the readiness posture of units
- In accordance with priorities established by the commander, allocates replacements to major subordinate commands
- Performs casualty operations
- Maintains a personnel information data base
- Coordinates the awards program
- Manages line-of-duty investigations, congressional and family inquiries, and special correspondence

5.08.2.2 Surgeon
The surgeon is the special staff officer responsible for coordinating health assets and operations within the command. A surgeon is authorized on all staffs from battalion through corps levels. The surgeon may or may not be a medical unit commander. Besides his common staff responsibilities, the surgeon's specific responsibilities are as follows:

- Plans and supervises:
    o Health education and combat lifesaver training for the command
    o Casualty evacuation
    o Combat stress control program
    o Mass casualty plan
    o Medical care of EPWs and civilians within the command's area of operations
    o Treatment and hospitalization of sick, injured, or wounded soldiers
    o Patient evacuation, including use of both STARFLEET Marine dedicated medical evacuation (MEDEVAC) platforms (air and ground) and STARFLEET evacuation aircraft
    o Preventive medicine services
    o Medical laboratory service
    o Combat health logistics, including blood management
    o Medical support of humanitarian assistance and disaster relief operations
    o Supervision and preparation of health-related reports and battlefield statistics
    o Collection and analyses of operational data for on-the-spot adjustments in the medical support structure and for use in postwar-combat and material development studies
- Advises on command health services and health matters that concern the occupied or friendly territory within the commander's area of operations
- Recommending IR to the G2 through the G1
- Formulates the combat health support (CHS) plan
- Coordinates with the G2 (S2) to obtain national medical intelligence reports and summaries
- Assists in coordinating the support of the area medical laboratory in the receipt of biomedical samples and initial identification of biological warfare (BW) agents
- Advises on the effects of the medical threat (including environmental, endemic and epidemic diseases, NBC weapons, and directed-energy devices) toward personnel, rations, and water
- Recommends use of nondedicated transportation assets for evacuation if required
- Submits recommendations to higher headquarters on professional medical problems that require research

- Advises on how operations impact on the public health of personnel and the indigenous populations
- Examines and recommends use or processing of captured medical supplies
- Advises the command and coordinates with the G5 on public health issues involving military operations

5.08.3 G2 (S2)
The following special staff officers are the coordinating staff responsibility of the ACofS, G2 (S2).

5.08.3.1 Staff Weather Officer
The SWO is the coordinating staff responsibility of the ACofS, G2 (S2). The staff weather officer is the special staff officer responsible for coordinating operational weather support to tactical commanders and weather service matters. The SWO is a STARFLEETofficer, provided on request by the STARFLEET, normally at division and corps levels. Besides his common staff responsibilities, the staff weather officer's specific responsibilities are as follows:

- Advises the STARFLEET Marine commander on STARFLEET weather capabilities, support limitations, and the ways weather information can enhance combat operations
- Evaluates and disseminates weather data, including forecasts, warnings, advisories, and miscellaneous weather and meteorological data
- Monitors the overall weather support mission for the commander and acts as the commander's agent to identify and resolve weather support responsibilities
- Determines weather support data requirements
- Advises the STARFLEET on the operational weather support requirements of the supported STARFLEET Marine command
- Participates in targeting meetings
- Prepares climatological studies and analyzes them in support of planned exercises, operations, and commitments
- Coordinates weather support provided to subordinate units
- Assists STARFLEET Marine aircraft accident investigation boards

5.08.4 G3 (S3)
The following special staff officers are the coordinating staff responsibility of the ACofS, G3 (S3).

5.08.4.1 Air Defense Coordinator (ADCOORD)
The air defense coordinator is the special staff officer responsible for coordinating matters concerning the planning and employment of air defense artillery (ADA) systems, assets, and operations. The ADCOORD is the senior air defense artillery officer in the command. He is also the commander of an ADA unit supporting the command. An ADCOORD is at corps and division levels. Besides his common staff responsibilities, the ADCOORD's specific responsibilities are as follows:

- Provides early warning to the supported command
- Disseminates air tasking order (ATO) and airspace control order (ACO) information to ADA units
- Requests immediate airspace control measures to support air defense (AD) operations
- Based on enemy air and missile capability assessment, recommends offensive counterair, defensive counterair, and theater missile defense targets and priorities
- Coordinates with the G2 (S2) to ensure that surveillance and intelligence units locate enemy air support assets
- Coordinates AD sensor management
- Participates in targeting meetings
- Recommends active and passive AD measures
- Recommends IR to the G2 through the G3
- Determines requirements and recommends use of assets to support AD efforts
- Provides AD input to the airspace command and control plan
- Plans and coordinates airspace with the aviation liaison officer (AVLO); air liaison officer (ALO); FSCOORD; G3 (S3) air officer; and other airspace users. (ADCOORD representatives from organic ADA units may also serve as members of the AC2 cell.)
- Advises the commander and staff on the impact of early warning on AD operations; plans and supervises defense early warning operations within air defense

• Helps develop and review joint counterair rules and procedures

5.08.4.2 Air Liaison Officer (ALO)

The air liaison officer is the special staff officer responsible for coordinating tactical air assets and operations such as close air support (CAS), air interdiction, joint suppression of enemy air defense (SEAD), reconnaissance, and airlift. The ALO is the senior STARFLEET officer with each tactical air control party (TACP). An ALO is authorized at corps, division, and brigade levels. Besides his common staff responsibilities, the ALO's specific responsibilities are as follows:

• Advises the commander and staff on the employment of tactical air (TACAIR)
• Operates and maintains Air Force TACAIR direction radio net and air request net
• Transmits requests for immediate close air and reconnaissance support
• Transmits advance notification of impending immediate airlift requirements
• Coordinates tactical air support missions with the fire support element and the appropriate AC2 element
• Recommends IR to the G2 through the G3
• Acts as liaison between AD units and air control units
• Helps plan the simultaneous employment of air and surface fires
• Supervises forward air controllers (FACs) and the TACP
• Integrates air support sorties with the STARFLEET Marine unit scheme of maneuver
• Participates in targeting meetings
• Serves as a member of the targeting cell
• Helps the fire support officer (FSO) direct air strikes in the absence of a FAC
• Provides Air Force input into the AC2

5.08.4.3 Air/Naval Gunfire Liaison Company (ANGLICO) Commander

The air and naval gunfire liaison company commander in the role of a special staff officer is responsible for coordinating naval gunfire or marine close air support assets and operations. The ANGLICO commander is a naval (STARFLEET or Marine) officer. Representatives from the STARFLEET or Marine Corps augment a unit, when that unit is supported by naval gunfire or marine close air support. The ANGLICO is designed to operate at division level and below.

Besides his common staff responsibilities, the ANGLICO commander in the role of a special staff officer:

• Processes requests for naval air gunfire
• Operates the naval gunfire ground support net
• Provides support teams to maneuver elements when STARFLEET ships have a direct support (DS) mission
• Helps the company FSO adjust naval gunfire in the absence of a spotter
• Provides control and liaison associated with the ground elements of a landing force in the control and employment of naval gunfire and STARFLEET and Marine close air support in the amphibious assault or in other types of operations when such support is provided
• Advises on the capabilities, limitations, and employment of naval gunfire and STARFLEET or Marine air support
• Participates in targeting meetings

5.08.4.4 Aviation Coordinator (AVCOORD)

The aviation coordinator is the special staff officer responsible for coordinating STARFLEET Marine aviation assets and operations. The AVCOORD is the senior aviation officer in the force. He is also the commander of an aviation unit supporting the command. The assistant or deputy AVCOORD is a permanent position on the staff representing the AVCOORD in his absence. An AVCOORD is authorized at corps and division levels. Besides his common staff responsibilities, the AVCOORD's specific responsibilities are as follows:

• Exercises staff supervision and training over STARFLEET Marine aviation operations
• Monitors the aviation flying-hour, standardization, and safety program
• Helps plan and supervise STARFLEET Marine aviation operations
• Recommends IR to the G2 through the G3
• Provides technical advice and assistance on the use of STARFLEET Marine aviation for evacuation (medical or other)

- Participates in targeting meetings

5.08.4.5 Deception Officer

The deception officer is the special staff officer for coordinating deception assets and operations for the command. A deception officer is located at corps and division levels. The deception officer comes from the MI battalion or MI brigade, but is not normally the commander of the supported unit. Besides his common staff responsibilities, the deception officer's specific responsibilities are as follows:

- Exercises staff supervision over deception activities
- Determines, with the G2, requirements or opportunities for deception operations
- Recommends to the G3 the deception target, objective, and deception story
- Integrates use of deception assets
- Monitors execution of the deception plan
- Recommends IR to the G2 through the G3

5.08.4.5 Electronic Warfare Officer (EWO)

The electronic warfare officer is the special staff officer responsible for coordinating electronic warfare assets and operations for the command. An electronic warfare officer is located at corps and division levels. Besides his common staff responsibilities, the electronic warfare officer's specific responsibilities are as follows:

- Assists in coordinating C2-attack and C2-protect concepts to support the commander's concept of the operation
- Coordinates, prepares and maintains the electronic warfare target list, electronic attack taskings, and electronic attack requests
- Coordinates with the G6 to deconflict frequencies and the joint restricted frequency list with EW targets
- Coordinates with the TCAE to identify opportunities for effective targeting using jamming, deception, and PSYOP
- Participates in targeting meeting

5.08.4.6 Engineer Coordinator (ENCOORD)

The engineer coordinator is the special staff officer for coordinating engineer assets and operations for the command. The ENCOORD is usually the senior engineer officer in the force. He is the commander of an engineer unit supporting the command. The assistant or deputy ENCOORD is a permanent staff officer representing the ENCOORD in his absence. An ENCOORD is located at corps and division levels and one is normally task-organized to maneuver brigades and battalions. Besides his common staff responsibilities, the ENCOORD's specific responsibilities are as follows:

- Plans and controls these engineer battlefield functions:
    - o Mobility
    - o Countermobility (CM)
    - o Survivability
    - o General engineering
    - o Topographic engineering
- Recommends engineer organization for combat
- Plans and coordinates with the G3 (FSCOORD) on the integration of obstacles and fires
- Advises the commander on the use of organic and nonorganic engineer assets
- Advises the commander on the employment and reduction of obstacles
- Advises the commander on environmental issues, coordinates with other staff officers to determine the impact of operations on the environment, and helps the commander integrate environmental considerations into the decision-making process
- Provides a terrain-visualization mission folder to determine the terrain's effect on both friendly and enemy operations
- Produces maps and terrain products (coordinates with the G2 for planning and distribution)
- Plans and supervises construction, maintenance, and repair of camps and facilities for friendly forces, EPWs, and civilian internees
- Plans and coordinates with the FSCOORD the use of family of scatterable mines (FASCAM)
- Plans and coordinates environmental protection, critical areas, and protection levels
- Assists the G2 (S2) in IPB preparation, to include preparing the engineer battlefield assessment

(EBA)
- Participates in the targeting meeting
- Provides information on the status of engineer assets on hand
- Recommends to the G4 MSRs and logistics areas based on technical information
- Recommends IR to the G2 through the G3
- Plans the reorganization of engineers to fight as infantry combat units when the commander deems their emergency employment necessary

5.08.4.7 Explosive Ordnance Disposal (EOD) Officer

The explosive ordnance disposal officer is the special staff officer for coordinating the detection, identification, recovery, evaluation, render safe, and final disposal of explosive ordnance. An EOD officer is authorized at corps and division levels and will normally be dual hatted as the EOD group, battalion, or company commander. Besides his common staff responsibilities, the EOD officer's specific responsibilities are as follows:

- Establishes and operates an EOD-incident reporting system
- Establishes, operates, and supervises technical intelligence reporting procedures
- Coordinates requirements for EOD support with requesting units, other STARFLEET Marine commands, sister services, Federation agencies, and coalition partners. This coordination may include arranging for administrative and logistics support for subordinate EOD units, as required
- Monitors the supply status of, and expedites requests for, special EOD tools, equipment, and demolition materials

5.08.4.8 Fire Support Coordinator (FSCOORD)

The fire support coordinator is the special staff officer for coordinating fire support and field artillery assets and operations in the command. The FSCOORD is the senior field artillery officer in the force. He is the commander of a field artillery unit supporting the force. The assistant or deputy FSCOORD is a permanent staff officer on the staff representing the FSCOORD in his absence. There is a FSCOORD with the maneuver force at every echelon of command from battalion through corps. At brigade, regiment, and below, the FSCOORD's representative is the FSO. Besides his common staff responsibilities, the FSCOORD's specific responsibilities are as follows:

- Develops, with the G3 (S3), a concept of fires to support the operation
- Plans and coordinates fire support tasks for:
  - Supporting forces in contact
  - Supporting the commander's battle plan
  - Synchronizing the fire support system
  - Sustaining the fire support system
  - Conducting deep fires
  - Conducting counterfires to destroy, neutralize, or suppress the enemy's indirect fire systems
  - Conducting SEAD fires
  - Conducting offensive counterair fires
  - Conducting close fires
  - Integrating nonlethal fires into the overall scheme of fires
  - Conducting rear fires
- Participates in the targeting meeting and produces targeting products, such as target selection standards (TSS), and high-payoff target list (HPTL)
- Plans and coordinates, through the G3 (S3), with the G2 (S2), signal officer, and EWO, the use of electronic warfare support and electronic protection as part of fire support
- Provides information on the status of fire support systems, target acquisition assets, and field artillery ammunition on hand
- Recommends IR to the G2 through the G3
- Plans and coordinates with the ENCOORD for the use of air- and artillery-delivered FASCAM
- Recommends to the G3 (S3) the field artillery ammunition required supply rate
- Provides an estimate of the adequacy of the field artillery ammunition controlled supply rate
- Recommends internal reallocation of the controlled supply rate for subordinate commands to match priorities for support
- Establishes and disseminates appropriate fire support coordination measures in support of

current and future operations
- Establishes priorities and focus for counter fire radar employment
- Coordinates for shooter to sensor for target engagement
- Coordinates the field artillery survey within the command and with higher and adjacent commands
- Recommends FA organization for combat
- Coordinates positioning of fire support assets in specific area of operations
- Nominates nuclear targets (at corps level only)
- Coordinates and synchronizes joint fire support platforms

5.08.4.9 Liaison Officer (LNO)
The liaison officer is a special staff officer responsible for representing the commander at the headquarters of another unit for effecting coordination and promoting cooperation between the two units. The coordinating staff responsibility for the LNO is that of the ACofS, G3, unless designated differently by the chief of staff.

5.08.4.10 Provost Marshal (PM)
The provost marshal is the special staff officer responsible for coordinating military police (MP) combat, combat support, and combat service support assets and operations. The PM is the senior military police officer in the command. He is also the commander of the MP unit supporting the force. The PM augments the staff with an officer to represent him on the staff in his absence. A PM is located at corps and division levels. Besides his common staff responsibilities, the provost marshal's specific responsibilities are as follows:

- Plans and supervises:
    - o Maneuver and mobility support operations, to include route reconnaissance, surveillance, circulation control, dislocated civilian and straggler control, information dissemination, and tactical and criminal intelligence collection and reporting
    - o Components of area security operations, to include activities associated with force protection, zone and area reconnaissance, and C2-protect (access control; physical security of critical assets, nodes, and sensitive materials; counter reconnaissance; and security of designated key personnel)
    - o Internment and resettlement operations, to include collection, detention and internment, protection, sustainment, and evacuation of EPW and civilian internees, dislocated civilians, and US military prisoners
    - o Law and order operations, to include law enforcement, criminal investigations, Federation military prisoner confinement, and counterterrorism and antiterrorism activities
    - o Police intelligence operations, to include activities relative to the collection, integration, and dissemination of police information and intelligence
    - o Security aspects of foreign internal defense (FID) operations, in coordination with the G2 (S2)
    - o Support to civil authorities during domestic disturbances and disasters when authorized and legally permitted, in coordination with the G5 (S5) and the staff judge advocate
- Coordinates customs and counter drug activities
- Provides physical security guidance for commanders, assistance in area damage control, and NBC detection and reporting
- Performs liaison with local civilian law enforcement authorities
- Assists the G1 in the administration of discipline, and law and order, including AWOL; desertion; court martial offenses; requests for transfer of internees, detainees, and prisoners; rewards and punishments; and disposition of stragglers
- Provides statistical data on AWOL, desertion, and so on, to the G1 through the G3
- Recommends IR to the G2 through the G3
- Coordinates with the G4 for all logistics requirements relative to EPW and civilian internees, Federation military prisoners, and dislocated civilians
- Coordinates with the finance officer and RM on pay support for EPWs and civilian internees, and on financial aspects of weapons bounty programs

5.08.4.11 Psychological Operations (PSYOP) Officer
The psychological operations officer is the special staff officer responsible for coordinating PSYOP assets and operations in the command. APSYOP officer is located at corps and division levels. If no PSYOP officer is assigned to the command, the PSYOP support element commander of an attached PSYOP support element may assume the duties and responsibilities of the PSYOP special staff officer. Besides his common staff responsibilities, the PSYOP officer's specific responsibilities are as follows:

- Exercises staff planning and coordination over PSYOP activities
- Evaluates, with the G2 and G5, enemy PSYOP efforts and the effectiveness of friendly PSYOP on target groups
- Coordinates with the G5 (S5) for the impact of PSYOP
- Coordinates audience pretesting and post testing for propaganda and counterpropaganda products
- Coordinates with the G5 (S5) for the planning of and assistance with the execution of dislocated civilian operations
- Evaluates the effectiveness of the PSYOP campaign on the target audience
- Evaluates the psychological impact of military operations on the enemy and the civilian populace
- Recommends IR to the G2 through the G3
- Coordinates with the PAO and G5 to ensure informational messages being disseminated are consistent

5.08.4.12 Safety Officer
The safety officer is the special staff officer responsible for coordinating safety activities throughout the command. A safety officer is located at every echelon of command from battalion to corps. Besides his common staff responsibilities, the safety officer's specific responsibilities are as follows:

- Develops, supervises, and monitors:
    - Command safety and occupational health program
    - Risk management program for all operations and activities in the command
    - Accident prevention program
- Coordinates the staff risk management for each exercise and makes recommendations to the G3
- Coordinates with the inspector general and provost marshal on unsafe trends collected during inspections
- Provides input to the G1 on projected accidental losses
- Provides safety training to the local civilian labor force
- Coordinates with the G3 and G4 on safety measures in transportation and storage of arms, ammunition, explosives, petroleum products, and other hazardous material
- Assists the commander and staff in integrating risk management into the planning, coordinating, and development of plans and orders to protect the force from accidental loss
- Assists the commander in developing, implementing, and monitoring air and ground programs to prevent accidental loss
- Collects and analyzes accidental loss data for trend analysis and dissemination leading to the development of risk reduction control measures as well as prevention programs
- Prepares risk assessments and recommends appropriate risk reduction control measures for all operations
- Assists the commander's staff, the staff of higher and lower commands, joint forces, and host nations in risk management for their functional areas
- Assesses unit risk management performance during planning and execution; recommends changes to risk reduction control measures as needed

5.08.4.13 Special Operations Coordinator (SOCOORD)
The special operations coordinator is the special staff officer responsible for coordinating and integrating Special Forces (SF), Ranger, and Special Operations Aviation assets and activities. A SOCOORD is normally located only on the corps staff. However, whenever a special operations unit is attached or under OPCON of the force, someone either from the staff or the attached unit will perform the duties of a SOCOORD. Below the corps echelon, a unit normally receives a special operations LNO team to perform SOCOORD duties. Besides his common staff responsibilities, the SOCOORD's responsibilities are as follows:

- Advises the commander on Special Operations Aviation capabilities and limitations
- Provides coordination between the corps and the special operations command and control element (SOCCE) that may be located with the unit's main tactical operations center (TOC)
- Coordinates specific requirements for and conducts liaison with the theater special operations command (SOC), STARFLEET Marine special operations task force (ARSOTF), and the joint special operations task force (JSOTF)
- Coordinates with the conventional force's long range surveillance units to deconflict operations (routes, air routes, targets for surveillance, and target handover)
- Recommends IR to G2 through the G3
- Coordinates Special Operations Aviation support requirements with other staff sections
- Helps plan and coordinate linkup between the corps and STARFLEET Marine special operations forces (ARSOF)
- Provides staff expertise to other staff sections on Special Operations Aviation employment, doctrine, tactics, techniques, and procedures

5.08.4.14 Theater Airlift Liaison Officer (TALO)
The theater airlift liaison officer is the special staff officer responsible for advising the commander on the best use of airlift resources and coordinating the use of airlift resources. The TALO is an AE-rated officer. TALOs are normally located at corps, division, regiment, and separate brigades. Besides his common staff responsibilities, the TALO's specific responsibilities are as follows:

- Advises the ground commander on the capabilities, limitations, and utilization of AE fixed-wing theater and strategic airlift assets
- Assists the ground commander in planning and coordinating preplanned, immediate, and emergency theater and strategic airlift support of ground operations
- Operates and maintains airlift advance notification/ coordination net
- Ensures the TALO and any augmenting TALOs are manifested for STARFLEET Marine movements in conjunction with exercises or contingencies
- Performs drop zone surveys, drop zone control, and landing zone safety officer duties when combat control teams or STARFLEET Marine drop zone support teams are unavailable

5.08.5 G4 (S4)
The following special staff officers are the coordinating staff responsibility of the ACofS, G4 (S4).

5.08.5.1 Transportation Officer (TO)
The TO is the coordinating staff responsibility of the ACofS, G4 (S4); the TO is the special staff officer responsible for coordinating the transportation assets and operations in the command. There is a transportation officer at corps (CTO) and division (DTO) levels. Besides his common staff responsibilities, the transportation officer's specific responsibilities are as follows:

- Plans and supervises:
    - Administrative movement, including onward movement from port of debarkation (POD), CSS movements, and other movement as directed by the G3 (S3)
    - Movement scheduling and regulation of MSRs
    - Mode operations (truck, rail, air, and water)
    - Movement of material and personnel
- Monitors movements on routes two echelons down
- Coordinates transportation from higher echelons if requirements exceed available resources

5.09 Personal Staff

Some staffs have personal staff officers who work under the immediate control of the commander and therefore have direct access to the commander. The commander establishes guidelines or gives specific guidance when the personal staff officer should inform, or coordinate with, the chief of staff or other members of the staff on issues. Most personal staff officers also perform duties as special staff officers, working with a coordinating staff officer. This is done case by case, depending on the guidance of the commander or the nature of the task.

Personal staff officers also may work indirectly under the supervision of the XO or CofS. Listed below are the members who normally make up the commander's personal staff. Either by law or regulation, these staff members have a unique relationship with the commander. Although there are other members in the commander's personal staff, this manual discusses only the staff officers, with the exception of the command sergeant major. Following are the personal staff officers discussed in this section:

- Command sergeant major (CSM)
- Aide-de-camp
- Chaplain
- Inspector general (IG)
- Public affairs officer (PAO)
- Staff judge advocate (SJA)

5.09.1 Command Sergeant Major (CSM)
(No Coordinating Staff Responsibility)

The command sergeant major is a member of the commander's personal staff by virtue of his being the senior noncommissioned officer of the command. The CSM is responsible for providing the commander with personal, professional, and technical advice on enlisted soldier matters and the noncommissioned officer (NCO) corps as a whole. A command sergeant major is located at every echelon of command from battalion through corps. The CSM's duties and responsibilities vary according to the commander's specific desires and the unit's type, size, and mission. The command sergeant major's normal specific duties are as follows:

- Provides advice and recommendations to the commander and staff in matters pertaining to enlisted personnel
- Executes established policies and standards concerning enlisted personnel's performance, training, appearance, and conduct
- Maintains communications with subordinate unit NCOs and other enlisted personnel through NCO channels
- Monitors unit and enlisted personnel training and makes corrections as necessary
- Administers and monitors the unit noncommissioned officer development program (NCODP) and sergeant's time training (STT)
- Provides counsel and guidance to NCOs and other enlisted personnel
- Develops the unit METL with the commander
- Administers and chairs unit selection and soldier boards for enlisted personnel
- Performs other duties the commander prescribes, including receiving and orienting newly assigned enlisted personnel and helping inspect command activities and facilities
- Monitors and recommends actions as necessary on the morale and discipline of the unit
- Coordinates unit security operations, to include fighting positions and local security

5.09.2 Aide-De-Camp
(No Coordinating Staff Responsibility)
The aide-de-camp serves as a personal assistant to a general officer. An aide-de-camp is authorized for general officers in designated positions. The rank of the aide-de-camp depends on the rank of the general officer. An aide-de-camp's specific responsibilities are as follows:

- Provides for the general officer's personal wellbeing and security and relieves him of routine and time consuming duties
- Helps prepare and organize schedules, activities, and calendars
- Prepares and executes trip itineraries
- Meets and hosts the general officer's visitors at his headquarters or quarters
- Coordinates protocol activities
- Acts as an executive assistant
- Supervises other personal staff members (secretaries, assistant aides, enlisted aides, drivers)
- Performs varied duties, according to the general officer's desires

5.09.3 Chaplain
(Coordinating Staff Responsibility, ACofS, G1 (S1), when required)
The chaplain is a personal staff officer responsible for coordinating the religious assets and operations within the command. The chaplain is a confidential advisor to the commander for religious matters. A chaplain is located at every echelon of command from battalion through corps. Besides his common staff responsibilities, the chaplain's specific responsibilities are as follows:

- Advises the commander on the issues of religion, ethics, and morale (as affected by religion), including the religious needs of all assigned personnel
- Provides commanders with pastoral care, personal counseling, advice, and the privilege of confidentiality and sacred confidence
- Develops and implements the commander's religious support program
- Exercises staff supervision and technical control over religious support throughout the command
- Provides moral and spiritual leadership to the command and community
- Coordinates religious support with unit ministry teams of higher and adjacent headquarters, other services, and multinational forces or coalition partners
- Translates operational plans into battlefield ministry priorities for religious support
- Helps the commander ensure that all soldiers have the opportunity to exercise their religion
- Advises the commander and staff, with the G5 (S5), of the impact of the faith and practices of indigenous religious groups in an area of operations

- Performs or provides religious rites, sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for casualties, and honor the dead
- Provides religious support to the command and community to include confined or hospitalized personnel, EPWs, civilian detainees, and refugees
- Provides liaison to indigenous religious leaders in close coordination with the G5 (S5)
- Trains, equips, and supports the subordinate chaplain and the chaplain assistant

5.09.4 Inspector General (IG)
(Coordinating Staff Responsibility, ACofS, G1/S1, when required)
The inspector general is a personal staff officer responsible for advising the commander on the overall welfare and state of discipline of the command. The IG is a confidential advisor to the commander. An IG is located with general officers in command and with selected installation commanders. Besides his common staff responsibilities, the inspector general's specific responsibilities are as follows:

- Integrates the commander's organizational inspection program
- Conducts inspections, surveys, and studies as the commander requires and monitors corrective actions
- Receives allegations and conducts investigations and inquiries
- Monitors and informs the commander of trends, both positive and negative, in all activities
- Consults staff sections, as appropriate, to obtain items for the special attention of inspectors and to arrange for technical assistance
- Determines the command's discipline, efficiency, economy, morale, training, and readiness

- Assists marines, family members, retirees, and other members of the force who seek help with STARFLEET Marine-related problems
- Provides the commander with a continuous, objective, and impartial assessment of the command's operational and administrative effectiveness
- Identifies and assists in the resolution of systemic issues

5.09.5 Public Affairs Officer (PAO)
(Coordinating Staff Responsibility, ACofS, G1 (S1), when required)
The public affairs officer is a personal staff officer responsible for understanding and fulfilling the information needs of marines, the STARFLEET Marine community, and the public. A public affairs officer is located at corps, division, and major support command levels. Besides his common staff responsibilities, the public affairs officer's specific responsibilities are as follows:

- Plans and supervises a command public affairs program
- Advises and informs the commander of the public affairs impact and implications of planned or implemented operations
- Serves as the command's spokesman for all communication with external media
- Assesses the information requirements and expectation of the STARFLEET Marine and the public, monitors the media and public opinion, and evaluates the effectiveness of public affairs plans and operations
- Facilitates media efforts to cover operations by expediting the flow of complete, accurate, and timely information
- Coordinates logistics and administrative support of civilian journalists under administrative control of the unit
- Conducts liaison with media representatives to provide accreditation, mess, billet, transport, and escort as authorized and appropriate
- Develops, disseminates, educates, and trains the command on policies and procedures for protecting against the release of information detrimental to the mission, national security, and personal privacy
- Informs marines, family members, and civilians of their rights under the Federation Constitution, their responsibilities for OPSEC, and their roles as implied representatives of the command when interacting with news media
- Coordinates with G3 (PSYOP) and G5 to ensure information being disseminated is not contradictory
- Assesses and recommends news, entertainment, and other information needs of marines and home station audiences
- Works closely with the G5 (S5) and other agencies to integrate strategy and unify efforts to communicate the STARFLEET Marine's perspective and to support the mission's tactical and operational objectives

5.09.6 Staff Judge Advocate (SJA)
(Coordinating Staff Responsibility, ACofS, G1 (S1), when required)
The staff judge advocate is the commander's personal legal advisor on all matters affecting the morale, good order, and discipline of the command. As a special staff officer, the SJA provides legal support to the members of the command and community. An SJA is located at corps, division, and major support command levels. A legal support element, including at least a judge advocate, deploys in direct support of each brigade-level task force. Besides his common staff responsibilities, the staff judge advocate's specific responsibilities are as follows:

- Provides legal advice to the commander on:
    - Military law (directives, regulations, and command regulations)
    - Federation law (statutes, regulations, and planetary and local laws)
    - Foreign law, status-of-forces agreements, and intergalactic law
    - Rules of engagement (ROE)
    - Environmental laws and treaties
    - Warfare treaties
    - Treatment of EPWs and civilian internees
- Provides legal services in administrative law, claims, contract law, criminal law, international law, legal assistance, environmental law, and operational law
- Supervises the administration of military justice
- Communicates directly with the commander concerning the administration of military justice

- Ensures that throughout the command criminal law matters are handled in a manner that ensures the rights of individuals are protected and the interests of justice are served
- Coordinates with the G4 on the legal aspects of contracting policies, and drafts requisition forms and nonstandard local contracts
- Coordinates with representatives of the STARFLEET Marine trial defense service to provide trial defense counsel to represent marines
- Coordinates with representatives of the STARFLEET Marine trial judiciary to provide military judges for general and special courts-martial`

SECTION 6 - The Military Decision-Making Process

Decision making is knowing *if* to decide, then *when* and *what* to decide. It includes understanding the consequence of decisions. Decisions are the means by which the commander translates his vision of the end state into action.

Decision making is both science and art. Many aspects of military operations—movement rates, fuel consumption, weapons effects—are quantifiable and, therefore, part of the *science* of war. Other aspects—the impact of leadership, complexity of operations, and uncertainty regarding enemy intentions—belong to the *art* of war.

The military decision-making process (MDMP) is a single, established, and proven analytical process. The MDMP is an adaptation of the old United States Army's analytical approach to problem solving. The MDMP is a tool that assists the commander and staff in developing estimates and a plan. While the formal problem-solving process described in this chapter may start with the receipt of a mission, and has as its goal the production of an order, the analytical aspects of the MDMP continue at all levels during operations.

The MDMP helps the commander and his staff examine a battlefield situation and reach logical decisions. The process helps them apply thoroughness, clarity, sound judgment, logic, and professional knowledge to reach a decision. The full MDMP is a detailed, deliberate, sequential, and time-consuming process used when adequate planning time and sufficient staff support are available to thoroughly examine numerous friendly and enemy courses of action (COAs). This typically occurs when developing the commander's estimate and operation plans (OPLANs), when planning for an entirely new mission, during extended operations, and during staff training designed specifically to teach the MDMP. The MDMP is the foundation on which planning in a time-constrained environment is based. The products created during the full MDMP can and should be used during subsequent planning sessions when time may not be available for a thorough relook, but where existing METT-T factors have not changed substantially.

The use of approved terms and symbols facilitates the rapid and consistent assessment of the situation and creation and implementation of plans and orders by minimizing confusion over the meanings of terms and symbols used in the process. The *advantages* of using the complete MDMP instead of abbreviating the process are that:

- It analyzes and compares multiple friendly and enemy COAs in an attempt to identify the best possible friendly COA
- It produces the greatest integration, coordination, and synchronization for an operation and minimizes the risk of overlooking a critical aspect of the operation
- It results in a detailed operation order or operation plan

The *disadvantage* of using the complete MDMP is that it is a time-consuming process.

6.01 Roles Of The Commander And Staff

The commander is in charge of the military decision-making process and decides what procedures to use in each situation. The planning process hinges on a clear articulation of his battlefield visualization. He is personally responsible for planning, preparing for, and executing operations. From start to finish, the commander's personal role is central: his participation in the process provides focus and guidance to the staff. However, there are responsibilities and decisions that are the commander's alone. The amount of his direct involvement is driven by the time available, his personal preferences, and the experience and accessibility of the staff. The less time available, the less experienced the staff, and the less accessible the staff, generally the greater the commander involvement.

The commander uses the entire staff during the MDMP to explore the full range of probable and likely enemy and friendly COAs, and to analyze and compare his own organization's capabilities with the enemy's. This staff effort has one objective—to collectively integrate information with sound doctrine and technical competence to assist the commander in his decisions, leading ultimately to effective plans.

The CofS (XO) manages, coordinates, and disciplines the staff's work and provides quality control. He must understand the commander's guidance because he supervises the entire process. He ensures the

staff has the information, guidance, and facilities it needs. He provides time lines to the staff, establishes briefback times and locations, and provides any unique instructions.

By issuing guidance and participating in formal and informal briefings, the commander and CofS (XO) guide the staff through the decision-making process. Such interaction helps the staff resolve questions and involves the entire staff in the total process. The selected course of action and its implementing operation order are directly linked to how well both the commander and staff accomplish each phase of the MDMP.

6.02 The Role Of Reconnaissance During The Planning Process

The commander and staff deploy reconnaissance assets early in the planning process to facilitate early collection.

However, reconnaissance assets should not be launched without using, as a minimum, the reconnaissance planning factors found in step 9 of mission analysis. The commander and staff analyze the information collected and incorporate it into the planning process. They ensure reconnaissance is continuous during the planning of, preparation for, and execution of, the mission. Information collected during reconnaissance may result in initial plans or COAs having to be modified or even discarded. The earlier the need for modifications can be identified, the easier they can be incorporated and synchronized into the plan. Further, when the plan changes, the commander must modify his reconnaissance objective to support the new plan.

An effective leader's or staff reconnaissance can assist significantly in developing COAs. Conducted early in the planning process, it can help confirm or deny the commander's and staff's initial assessments. It may also allow them to immediately focus on a specific COA, or eliminate COAs that the reconnaissance shows to be infeasible. This reconnaissance may be a map reconnaissance or a physical reconnaissance of the terrain.

When conducting a reconnaissance with the staff, the commander must determine if the benefits outweigh the risks. During defensive operations, the reconnaissance can be conducted with little risk. During offensive operations, personal reconnaissance involves more risk and may not be practical. Then the commander and staff may have to rely on the command's reconnaissance assets.

6.03 The Military Decision-Making Process Model

The military decision-making process has seven steps. Each step of the process begins with certain input that builds upon the previous steps. Each step, in turn, has its own output that drives subsequent steps. Errors committed early in the process will impact on later steps. Estimates go on continuously to provide important inputs for the MDMP. The commander and each staff section do estimates. Estimates are revised when important new information is received or when the situation changes significantly. They are conducted not only to support the planning process but also during mission execution.

6.03.1 Receipt of Mission

NOTE: References to higher headquarters in this chapter mean the headquarters one echelon up, unless the reference specifically states two echelons up.

The decision-making process begins with the receipt or anticipation of a new mission. This can either come from an order issued by higher headquarters, or derive from an ongoing operation. For example, the commander determines that he has the opportunity to accomplish his higher commander's intent significantly different from the original course of action because of a change in enemy disposition. This may cause him to plan for a significantly different course of action. As soon as a new mission is received, the unit's operations section issues a warning order to the staff alerting them of the pending planning process. Unit SOPs identify who is to attend, who the alternates are, and where they should assemble. Providing supporting and attached units copies of the unit SOP ensures they will understand what is expected of them during the process.

The staff prepares for the mission analysis immediately on receipt of a warning order by gathering the tools needed to do mission analysis. These include:

- Higher headquarters' order or plan, with graphics. (When possible, each staff officer receives a copy of the order or plan to assist in fully understanding mission requirements.)

- Maps of the area of operations
- Both own and higher headquarters' SOPs
- Any existing staff estimates

Staff officers should develop a generic list of requirements for particular types of missions to help them prepare for the mission analysis process.

Staff officers must constantly update their staff estimates and other critical information. This information allows them to develop assumptions that are necessary to the planning process. Staff officers must be aggressive in obtaining this information.

Reporting of this information must be a push system versus a pull system. Subordinate units must rapidly update their reports as the situation changes. Good reporting SOPs must be developed, practiced, and enforced.

Once the new mission is received, the commander and the staff must do a quick initial assessment. It is designed to optimize the commander's use of time while preserving time for subordinate commanders to plan and complete combat preparations. This assessment:

- Determines the time available from mission receipt to mission execution
- Determines the time needed to plan, prepare for, and execute the mission for own and subordinate units
- Determines the intelligence preparation of the battlefield (IPB)
- Determines the staff estimates already available to assist planning

Additional factors to consider are:
- Ambient light requirements for planning, rehearsals, and movement
- The staff's experience, cohesiveness, and level of rest or stress

The critical product of this assessment is an initial allocation of available time. The commander and the staff must balance the desire for detailed planning against the need for immediate action. The commander must provide guidance to subordinate units as early as possible to allow subordinates the maximum time for their own planning and preparation for operations. This, in turn, requires aggressive coordination, deconfliction, integration, and assessment of plans at all levels, both vertically and horizontally.

As a general rule, the commander allocates a minimum of two-thirds of available time for subordinate units to conduct their planning and preparation. This leaves one-third of the time for the commander and his staff to do their *planning.* They use the other two-thirds for their own preparation. Time, more than any other factor, determines the detail with which the staff can plan. Once time allocation is made, the commander must determine whether or not to do the full MDMP, or to abbreviate the process. The commander then issues his initial guidance (not to be confused with commander's guidance, Step 15, mission analysis). Although brief, it includes:

- How to abbreviate the MDMP, if required
- Initial time allocation
- Liaison officers to dispatch
- Initial reconnaissance to begin
- Authorized movement
- Additional tasks the commander wants the staff to accomplish

The last step in the mission receipt phase is to issue a warning order to subordinate and supporting units. This order must include as a minimum, the type of operation, the general location of the operation, the initial time line, and any movement or reconnaissance to initiate. Warning orders facilitate parallel planning. Parallel planning means that several echelons will be working on their MDMP concurrently. This is essential to speed up the process for subordinate units and allow subordinates the maximum time to conduct their own planning. Parallel planning relies on accurate and timely warning orders and a full sharing of information between echelons as it becomes available. Parallel planning is a routine procedure for the MDMP.

6.03.2 Mission Analysis

Mission analysis is crucial to the MDMP. It allows the commander to begin his battlefield visualization. The result of mission analysis is defining the tactical problem and beginning the process of determining feasible solutions. It consists of 17 steps, not necessarily sequential, and results in the staff formally briefing the commander. In addition to the staff's mission analysis, the commander conducts his own mission analysis so that he has a frame of reference to assess the staff's work. During mission analysis, estimates continue. Anticipation, prior preparation, and a trained staff are the keys to a timely mission analysis.

Step 1 - Analyze the Higher Headquarters' Order

The commander and his staff thoroughly analyze the higher headquarters' order to establish horizontal and vertical nesting, not just for maneuver, but also for all combat support and combat service support. This step is to ensure they completely understand:

- The higher headquarters':
  - o Commander's intent
  - o Mission, including tasks, constraints, risk, available assets, and area of operations
  - o Concept of the operation, including the deception plan
  - o Time line for mission execution
- The missions of adjacent (to include front and rear) units and their relation to higher headquarters' plan
- The assigned area of operations

Staffs periodically misinterpret the higher headquarters' mission, intent, and guidance, resulting in wasted time. If confused by the higher headquarters' order or guidance, the staff must seek *clarification immediately.* Liaison officers (LNOs) who are familiar with the higher headquarters' plan can assist by attending and participating in the planning process.

Step 2 - Conduct Initial Intelligence Preparation of the Battlefield (IPB)

The IPB is a systematic, continuous process of analyzing the threat and the effects of the environment on the unit. It identifies facts and assumptions that determine likely threat COAs. The IPB supports the commander and staff and is essential to estimates and decision making. It provides the basis for intelligence collection and synchronization to support COA development and analysis. It is a dynamic staff process, driven by the commander that continually integrates new information into the process.

To facilitate parallel planning, the G2 (S2) of the higher headquarters must provide all intelligence products to subordinate units as soon as they are usable, even if only partially complete. The higher headquarters G2 (S2) should have most intelligence products near completion prior to the orders briefing. The G2 (S2) should not wait until after the orders briefing to release these products. If parallel planning is to occur, and the planning process is to be IPB-driven, this is the only way it can be conducted in a timely fashion. Again, an experienced LNO can contribute significantly by providing warning orders to the unit and passing all intelligence products as soon as they become available.

The IPB is the commander's and each staff officer's responsibility; the G2 (S2) does not do the entire IPB himself. Staff officers must assist the G2 (S2) in developing the situation template (SITTEMP) within their own areas of expertise.

The intelligence preparation of the battlefield:

- Defines the battlefield or operational environment in order to identify the characteristics of the environment that influence friendly and threat operations, to help determine the area of interest (AI), and to identify gaps in current intelligence
- Describes the battlefield's effects, including the evaluation of all aspects of the environment with which both sides must contend, to include terrain and weather and any infrastructure and demographics in the area of operations
- Evaluates the threat by analyzing current intelligence to determine how the threat normally organizes for combat and conducts operations under similar circumstances. This step results in a doctrinal template that depicts how the threat operates when unconstrained by the effects of the environment
- Using the results of the previous steps, and the effects of the specific environment in which

the enemy currently operates, determines the threat's possible COAs and arranges them in probable order of adoption

They are expressed as SITTEMPs, which include all combat multipliers the enemy will use. SITTEMPs must be done prior to the mission analysis briefing; they are used to brief the commander on likely enemy COAs. The G2 (S2) develops and war-games these threat COAs during COA analysis.

The G2 (S2), with staff assistance, continues the IPB, developing event templates from SITTEMPs. The event template is not required for the mission analysis briefing. However, it should be done prior to the staff's COA development as it will help them identify where specific enemy activities may occur.

The results of the initial IPB are the modified combined obstacle overlay and enemy SITTEMPs. Once completed, the products of the IPB are updated and used throughout the operation. The initial IPB should also result in an initial intelligence-collection plan and may result in the launching of available reconnaissance assets to help fill in gaps in the intelligence picture. (However, this follows the process in Step 9 of mission analysis.)

Step 3 - Determine Specified, Implied, and Essential Tasks
Specified tasks are those specifically assigned to a unit by its higher headquarters. Paragraphs 2 and 3 of
the higher headquarters' order or plan state specified tasks.

Implied tasks are those that must be performed to accomplish a specified task, but which are not stated in the higher headquarters' order. Implied tasks are derived from a detailed analysis of the higher headquarters' order, the enemy situation and courses of action, and the terrain. Analysis of the unit's current location in relation to its future area of operations provides insights into implied tasks that may be required to perform specified tasks. Additionally, an analysis of the doctrinal requirements for each specified task may provide implied tasks. Only those implied tasks that require allocation of resources should be retained.

Once staff officers have a list of specified and implied tasks, they ensure they understand each task's specific requirements. After analyzing specified and implied tasks, they present to the commander for his approval a tentative list of tasks that *must* be executed to accomplish the mission. These tasks are the *essential tasks*.

Step 4 - Review Available Assets
The commander and staff examine additions to and deletions from the current task organization, support relationships, and status (current capabilities and limitations) of all units. They consider the relationship between specified and implied tasks and available assets. From this they determine if they have the assets to perform all specified and implied tasks. If there are shortages, they identify additional resources needed for mission success. The staff needs to pay particular attention to deviations from what the commander considers his normal task organization.

Step 5 - Determine Constraints
A higher commander normally places some constraints on his subordinate commanders that restrict their freedom of action. Constraints can take the form of a requirement to do something (for example, maintain a reserve of one company) or a prohibition on action (for example, no reconnaissance forward of a line before H-hour). The commander and his staff must identify and understand these constraints. They are normally found in the scheme of maneuver, the concept of operations, and coordinating instructions.

Step 6 - Identify Critical Facts and Assumptions
The staff gathers two categories of information concerning assigned task—facts and assumptions. Facts are statements of known data concerning the situation, including enemy and friendly dispositions, available troops, unit strengths, and material readiness.

Assumptions are suppositions about the current or future situation that are assumed to be true in the absence of facts. They take the place of necessary, but unavailable, facts and fill the gaps in what the commander and staff knows about a situation. An assumption is appropriate if it meets the tests of validity and necessity. Validity means the assumption is likely to be true. "Assuming away" potential problems, such as weather or likely enemy options, would result in an invalid assumption. Necessity is whether or not the assumption is essential for planning. If planning can continue without the assumption, it is not

necessary and should be discarded. When possible, assumptions are cleared with the higher headquarters to ensure they are consistent with higher headquarters' plan. Assumptions are replaced with facts as soon as possible. To determine assumptions, planners should:

- List all appropriate assumptions received from higher headquarters
- State expected conditions over which the commander has no control but which are relevant to the plan
- List conditions that would invalidate the plan or its concept of operations

Step 7 - Conduct Risk Assessment
The commander and staff identify accident risk hazards and make an initial assessment of the risk level for each hazard. The commander also makes an initial assessment of where he might take tactical risk.

Step 8 - Determine Initial Commander's Critical Information Requirements (CCIR)
The CCIR identify information needed by the commander to support his battlefield visualization and to make critical decisions, especially to determine or validate courses of action. They help the commander filter information available to him by defining what is important to mission accomplishment. They also help focus the efforts of his subordinates and staff, assist in the allocation of resources, and assist staff officers in making recommendations. The CCIR should be limited to 10 or less to enhance comprehension. The CCIR directly affect the success or failure of the mission and they are time-sensitive in that they drive decisions at decision points. The key question is, "What does the commander need to know in a specific situation to make a particular decision in a timely manner?"

The commander alone decides what information is critical, based on his experience, the mission, the higher commander's intent, and input from the staff. The staff nominates information requirements (IR) to become CCIR. CCIR are situation-dependent and specified by the commander for each operation. He must continuously review the CCIR during the planning process and adjust them as situations change. During the MDMP, CCIR most often arise from the IPB and war gaming. The CCIR are normally expressed as priority intelligence requirements (PIR)—information about the enemy; essential elements of friendly information (EEFI)—information needed to protect friendly forces from the enemy's information-gathering systems; and friendly forces information requirements (FFIR)—information about the capabilities of his or adjacent units.

Step 9 - Determine the Initial Reconnaissance Annex
Based on the initial IPB and CCIR, the staff, primarily the G2 (S2), identifies gaps in the intelligence available and determines an initial reconnaissance and surveillance plan to acquire information based on available reconnaissance assets. The G3 (S3) turns this into an initial reconnaissance annex to launch reconnaissance assets as soon as possible to begin their collection effort. This initial reconnaissance annex should contain, as a minimum:

- The area of operations for reconnaissance
- Mission statement
- Task organization
- Reconnaissance objective
- PIR and IR
- Line of departure (LD)/line of contact (LC) time
- Initial named areas of interest (NAIs)
- Routes to AO and passage of lines instructions
- Communications and logistics support
- Fire support measures
- Medical evacuation

This annex sets reconnaissance in motion. As more information becomes available, it is incorporated into a complete reconnaissance annex to the operation order (OPORD). As these assets collect information, and other intelligence sources fill in gaps, the taskings to reconnaissance assets must be updated to reflect new CCIR.

Step 10 - Plan Use of Available Time
The commander and his staff refine their initial plan for the use of available time. They compare the time needed to accomplish essential tasks to the higher headquarters' time line to ensure mission accomplishment is possible in the allotted time. They also compare the time line to the enemy time line

developed during the IPB. From this they determine windows of opportunity for exploitation or times when the unit will be at risk from enemy activity. The commander and staff specify when and where they will conduct the briefings that result from the planning process and when, where, and in what form they will conduct rehearsals. The commander can maximize available planning time for his own and subordinate units by sending additional warning orders as detailed planning develops. This allows parallel planning by subordinate units. The commander also uses LNOs to stay abreast of changes at higher headquarters.

Step 11 - Write the Restated Mission
The CofS (XO) or G3 (S3) prepares a restated mission for the unit based on the mission analysis. The restated mission must contain all elements of a mission statement:

- Who (what types of forces) will execute the action?
- What type of action (for example, attack, defend) is contemplated?
- When will the action begin?
- Where will the action occur (area of operations and objectives)?
- Why (for what purpose) will each force conduct its part of the operation?

The element of what states the essential tasks. The restated mission will include on-order missions; be prepared missions will be in the concept of operations.

Step 12 - Conduct a Mission Analysis Briefing
Time permitting, the staff briefs the commander on its mission analysis using the following outline:

- Mission and commander's intent of the headquarters two levels up
- Mission, commander's intent, concept of the operation, and deception plan or objective of the headquarters one level up
- Review of commander's initial guidance
- Initial IPB products
- Specified, implied, and essential tasks
- Constraints on the operation
- Forces available
- Hazards and their risk
- Recommended initial CCIR
- Recommended time lines
- Recommended restated mission

The mission analysis briefing should not be a unit readiness briefing. Staff officers must know the status of subordinate and supporting units and brief relevant information as it applies to the situation. The staff should develop standardized charts to monitor and consolidate this type of data to assist the commander in obtaining a quick snapshot of his unit. The mission analysis briefing is given to both the commander and the staff. This is often the only time the entire staff is present, and the only opportunity to ensure that all staff members are starting from a common reference point. Mission analysis is critical to ensure thorough understanding of the task and subsequent planning. The briefing focuses on relevant conclusions reached as a result of the mission analysis. This helps the commander and staff develop a shared vision of the requirements for the upcoming operation.

Step 13 - Approve the Restated Mission
Immediately after the mission analysis briefing, the commander approves a restated mission. This can be the staff's recommended restated mission, a modified version of the staff's recommendation, or one that the commander has developed himself. Once approved, the restated mission becomes the unit's mission.

Step 14 - Develop the Initial Commander's Intent
During the mission analysis, the commander develops his initial intent for the operation. After reviewing the mission analysis briefing and the restated mission, he modifies his intent statement if necessary.

The commander's intent is a clear, concise statement of what the force must do to succeed with respect to the enemy and the terrain and to the desired end state. It provides the link between the mission and the concept of operations by stating the key tasks that, along with the mission, are the basis for subordinates to exercise initiative when unanticipated opportunities arise or when the original concept of operations no longer applies. If the commander wishes to explain a broader purpose beyond that of the mission

statement, he may do so. Intent is normally expressed in four or five sentences and is mandatory for all orders. The mission and the commander's intent must be understood two echelons down.

Key tasks are those that must be performed by the force, or conditions that must be met, to achieve the stated purpose of the operation (paragraph 2 of the OPORD or OPLAN). Key tasks are not tied to a specific course of action, rather they identify that which is fundamental to the force's success. In changed circumstances, when significant opportunities present themselves or the course of action no longer applies, subordinates use these tasks to keep their efforts supporting the commander's intent. The operation's tempo, duration, and effect on the enemy, and terrain that must be controlled, are examples of key tasks.

The commander's intent does not include the "method" by which the force will get from its current state to the end state. The method is the concept of operations. Nor does the intent contain "acceptable risk." Risk is stated in the commander's guidance and is addressed in all courses of action. If purpose is addressed in the intent statement, it does not restate the "why" (purpose) of the mission statement. Rather, it is a broader purpose that looks beyond the why of the immediate operation to the broader operational context of the mission.

The commander personally prepares his intent statement. When possible he delivers it, along with the order, personally. Face-to-face delivery ensures mutual understanding of what the issuing commander wants by allowing immediate clarification of specific points.

Commanders from company level up prepare an intent statement for each OPORD or OPLAN. The intent statement at any level must support the intent of the next higher commander. For any OPORD or OPLAN, there is only one commander's intent—that of the commander. Annexes (and their subordinate appendixes, tabs, and enclosures) to the OPORD or OPLAN do not contain an intent statement; they contain a concept of support. For example, the Fire Support Annex to an OPORD will contain a concept of support, but not an intent statement. However, the OPORD issued to an artillery battalion supporting a maneuver brigade contains the intent statement of the artillery battalion commander.

The intent statement in an OPORD or OPLAN is after the heading for paragraph 3, Operations, and before paragraph 3a, Concept of Operations. The intent statements of the next two higher echelon commanders are contained in paragraph 1b of the OPORD or OPLAN to ensure that the staff and supporting commanders understand the intent two echelons up. At battalion level and higher, the order, containing the intent, is also written. This decreases the chances of misunderstanding.

Step 15 - Issue the Commander's Guidance
After the commander approves the restated mission and states his intent, he provides the staff with enough additional guidance (preliminary decisions) to focus staff activities in planning the operation. This guidance is essential for timely COA development and analysis. By stating the planning options he does or does not want them to consider, he can save staff members time and effort by allowing them to concentrate on developing COAs that meet the commander's intent. The commander's guidance may be written or oral.

The commander's guidance must focus on the essential tasks supporting mission accomplishment. The guidance emphasizes in broad terms when, where, and how he intends to mass his combat power to accomplish the mission according to his higher commander's intent. Commander's guidance should include priorities for all combat, CS, and CSS elements and how he envisions their support of his concept. The amount of detail in the guidance depends on the time available, the staff's level of proficiency, and the flexibility the next higher commander provides. Guidance that is broad and general in nature provides the staff maximum latitude, allowing a proficient staff to develop flexible and effective options. As time becomes more constrained, the commander's guidance must become more specific and directive. The more detailed the guidance, the more quickly the staff can complete the plan. However, this increases the risk of overlooking or insufficiently examining things that might affect mission execution.

If, during the estimate process, the commander has identified one or more decisive points, or an action he considers decisive, he should convey this to the staff. This should be a point where an enemy weakness allows maximum combat power to be applied, leading to mission accomplishment. This point can be a location on the ground, a time, or an event. It is not an end state, but a point where decisive results can be achieved. The commander can describe it verbally, with a sketch, or on a map. It should explain how he visualizes the array of forces at the decisive point, what effects he sees it having on the enemy, and

how these effects will lead to mission accomplishment. As a minimum, the commander's guidance should address—

• Specific courses of action to consider or not to consider, both friendly and enemy, and the
priority for addressing them.
• The CCIR.
• The reconnaissance guidance.
• Risk guidance.
• Deception guidance.
• Fire support guidance.
• Mobility and countermobility guidance.
• Security measures to be implemented.
• Additional specific priorities for combat support and combat service support.
• Any other information the commander wants the staff to consider.
• The time plan.
• The type of order to issue.
• The type of rehearsal to conduct.

Step 16 - Issue a Warning Order

Immediately after the commander gives his guidance, the staff sends subordinate and supporting units a warning order that contains, as a minimum:

- The restated mission
- The commander's intent
- The unit's AO(a sketch, an overlay, or some other description)
- The CCIR
- Risk guidance
- Reconnaissance to be initiated by subordinate units
- Security measures
- Deception guidance
- Mobility and countermobility guidance
- Specific priorities
- The time plan
- Guidance on rehearsals

Step 17 - Review Facts and Assumptions

During the rest of the decision-making process, the commander and staff periodically review all available facts and assumptions. New facts may alter requirements and analysis of the mission. Assumptions may have become facts or may have become invalid. Whenever the facts or assumptions change, the commander and staff must assess the impact of these changes on the plan and make the necessary adjustments.

6.03.3 Course of Action Development

After receiving guidance, the staff develops COAs for analysis and comparison. The commander must involve the entire staff in their development. His guidance and intent focus the staff's creativity to produce a comprehensive, flexible plan within the time constraints. His direct participation helps the staff get quick, accurate answers to questions that occur during the process. COA development is a deliberate attempt to design unpredictable COAs (difficult for the enemy to deduce).

Qualities of COAs

Each COA considered must meet the criteria of:

- **Suitability:** It must accomplish the mission and comply with the commander's guidance. However, the commander may modify his guidance at any time. When the guidance changes, the staff records and coordinates the new guidance and reevaluates each COA to ensure it complies with the change.
- **Feasibility:** The unit must have the capability to accomplish the mission in terms of available time, space, and resources.
- **Acceptability:** The tactical or operational advantage gained by executing the COA must justify the cost in resources, especially casualties. This assessment is largely subjective.
- **Distinguishability:** Each COA must differ *significantly* from any others. Significant differences

may result from use of reserves, different task organizations, day or night operations, or a different scheme of maneuver. This criteria is also largely subjective.

- **Completeness:** It must be a complete mission statement. A good COA positions the force for future operations and provides flexibility to meet unforeseen events during execution. It also provides the maximum latitude for initiative by subordinates. The order from higher headquarters normally provides the what, when, and why for the force as a whole. The who in the COA does not specify the designation of units; it arrays units by type (for example, generic armored battalion or mechanized battalion). Designation of specific units comes later. During COA development, the commander and staff continue the risk management process, focusing on Steps 1 through 3.

6.03.4 Guidelines and Steps to Develop COAs

There are normally six steps in COA development: The following paragraphs describe each step in detail.

Step 1 - Analyze Relative Combat Power

Combat power is the effect created by combining the elements of maneuver, firepower, protection, and leadership in combat against the enemy. The commander integrates and applies the effects of these elements with other potential combat multipliers (combat support (CS), combat service support (CSS), and available assets of other services) against the enemy. His goal is to generate overwhelming combat power to accomplish the mission at minimal cost.

By analyzing force ratios and determining and comparing each force's strengths and weaknesses as a function of combat power, planners can gain some insight into:

- What friendly capabilities pertain to the operation
- What type operations may be possible from both friendly and enemy perspectives
- How and where the enemy may be vulnerable
- What additional resources may be required to execute the mission
- How to allocate existing resources

Planners initially make a rough estimate of force ratios. At corps and division levels, relative combat power is an evaluation of rough ratios of combat units two levels down. For example, at division level, planners compare all types of combat battalions; at corps level, they compare friendly brigades versus enemy regiments. At brigade and battalion levels, they may study, in detail, the personnel or weapons on either side.

Planners must not develop and recommend COAs based solely on mathematical analyses of force ratios. Although some numerical relationships are used in this process, the estimate is largely subjective. It requires assessing both tangible and intangible factors, such as friction or enemy will and intentions. Numerical force ratios do not include the human factors of warfare that, many times, are more important than the number of tanks or tubes of artillery. The staff must carefully consider and integrate the intangible factors into their comparisons.

Planners can compare friendly strengths against enemy weaknesses, and vice versa, for each element of combat power. From these comparisons, they may deduce particular vulnerabilities for each force that may be exploitable or may need to be protected. These comparisons may provide planners insights into effective force employment.

By using historical minimum-planning ratios for various combat missions and carefully considering terrain and enemy templating assumptions, the planner can generally conclude what types of operations can be conducted successfully. This step provides the planners with what might be possible, not a specific course of action.

Step 2 - Generate Options

Based on the commander's guidance and the results of Step 1, the staff generates options for COA development. A good COA should be capable of defeating all feasible enemy COAs. In a totally unconstrained environment, the goal is to develop several such COAs. Since there is rarely enough time to do this, the commander usually limits the options with his commander's guidance. The options should focus on enemy COAs arranged in order of probable adoption. Brainstorming is the preferred technique for generating options. It requires time, imagination, and creativity, but it produces the widest range of

options. The staff must be unbiased and open-minded in evaluating proposed options. Staff members can quickly identify COAs obviously not feasible in their particular areas of expertise. They can also quickly decide if they can modify a COA to accomplish the requirement or eliminate it immediately. If one staff member identifies information that might affect another's analysis, he shares it immediately. This eliminates wasted time and effort.

In developing COAs, staff members must determine the doctrinal requirements for each type of operation they are considering, including doctrinal tasks to be assigned to subordinate units. For example, a deliberate breach requires a breach force, a support force, and an assault force. In addition, COA development must look at possibilities created by attachments (a light infantry brigade attached to an armored division opens up the possibility of an air assault), options not feasible because of detachments, assets available for deep operations, and assets needed to support deception operations.

The staff first determines the decisive point, if not already determined by the commander. This is where the unit will mass the effects of overwhelming combat power to achieve a result with respect to terrain, enemy, and time that will accomplish the unit's purpose. This will be the main effort. Next, the staff determines supporting efforts—those tasks other than the main effort that must be accomplished to allow the main effort to succeed. The staff then determines the purposes of the main and supporting efforts. The main effort's purpose is directly related to the mission of the unit; the supporting effort's purpose relates directly to the main effort. The staff then determines the essential tasks for the main and supporting efforts to achieve these purposes.

Once staff members have explored each COA's possibilities, they can examine each (changing, adding, or eliminating COAs as appropriate) to determine if it satisfies COA-selection criteria. The staff must avoid the common pitfall of presenting one good COA among several "throwaway" COAs. Often the commander will find he can combine COAs or move desirable elements from one to another.

Step 3 - Array Initial Forces
To determine the forces necessary to accomplish the mission and to provide a basis for the scheme of maneuver, planners must consider:

- The unit's restated mission and the higher commander's intent and guidance
- The air and ground avenues of approach (both enemy and friendly)
- As many possible enemy COAs as time permits, starting with the most likely and including the worst case (most dangerous)

Planners then determine the ratio of friendly to enemy units required for each task, starting with the main effort and continuing through all supporting efforts. (They consider the entire battlefield framework, including close, deep, rear, reserve, reconnaissance, and security operations.) Such ratios are planning tools for developing COAs only and not for actual combat. Some operations, such as pursuit, exploitation, and movement to contact, require no particular ratio; however, planners can use a ratio of 1:1. This ratio considers terrain and mission but not weather, initiative, surprise, logistics, or intangibles such as leadership, training, and morale. The ratio is a starting point only; planners can adjust the ratio as they develop the COA.

Planners next determine a proposed forward edge of the battle area (FEBA) for a defense or an LD/LC for an offense. The G2's (S2's) initial terrain analysis should validate the selection, or determine a recommended change, which must then be resolved with higher headquarters.

Planners then consider the deception story. Because aspects of the story may influence unit positioning, planners must consider the story's major elements before developing any courses of action.

Planners next make the initial array of friendly forces, starting with the main effort at the decisive point and continuing through supporting efforts. Planners normally array ground forces two levels down. The initial array focuses on generic ground maneuver units without regard to specific type or task organization, and then considers all combat multipliers, as appropriate. For example, at corps level, planners array two levels down using generic brigades consisting of three battalions. During this step, planners do not assign missions to arrayed units; they merely consider what forces they must allocate to accomplish the mission.

The initial array identifies the total number of units needed, develops a base of knowledge to make

decisions, and identifies possible methods of dealing with the enemy during scheme-of-maneuver development. If the number arrayed is less than the number available, the additional units are placed in a pool for use during scheme-of maneuver development. If the number arrayed is greater than the number available, the shortfall is identified as a possible requirement for additional resources.

Step 4 - Develop the Scheme of Maneuver
The scheme of maneuver describes how arrayed forces will accomplish the commander's intent. It is the central expression of the commander's concept for operations and governs the design of supporting plans or annexes. Planners develop a scheme of maneuver by refining the initial array of forces and using graphic control measures to coordinate the operation and to show the relationship of friendly forces to one another, the enemy, and the terrain. During this step, units are converted from generic to specific types of units, such as armor, light infantry, and mechanized infantry. The scheme of maneuver includes:

- The purpose of the operation
- A statement of where the commander will accept tactical risk
- Identification of critical friendly events and phases of the operation (if phased)
- Designation of the main effort, along with its task and purpose
- Designation of supporting efforts, along with their tasks and purposes, linked to how they support the main effort
- Designation of reserve, to include location, composition, task, and purpose
- Deep, close, and rear operations
- Reconnaissance and security operation
- An outline of the movements of the force
- Identification of maneuver options that may develop during an operation
- Location of engagement areas or attack objectives and counterattack objectives
- Responsibilities for area of operations (AO)
- Concept of fires
- C2-attack priorities
- Prescribed formations or dispositions when necessary
- Priorities for each CS and CSS element in support of the operation
- Integration of obstacle effects with maneuver and fires
- Considerations of the effects of enemy weapons of mass destruction (WMD) on the force

Planners select control measures (graphics) to control subordinate units during the operation. Planners base control measures on the array of forces and the scheme of maneuver to defeat probable enemy courses of action. Control measures clarify responsibilities and synchronize combat power at decisive points while minimizing the command's risk of fratricide. All control measures impose some constraints on subordinate commanders. Control measures used should be the minimum required to exercise necessary control over the operation while still allowing as much freedom of action as possible to subordinate commanders.

Control measures should not split avenues of approach or key terrain between two units. Planners should provide space on the flanks of each avenue of approach to allow for maneuver and fires. The area of operations the planner designates as the main effort may be narrower than others to add weight to that AO. Planners should also develop phase lines to implement expected branches and sequels.

When developing the scheme of maneuver, planners should use any forces remaining from the initial array to provide depth to the battle, provide additional reconnaissance or security, or act as a reserve.

Step 5 - Assign Headquarters
Planners next assign headquarters to groupings of forces, creating a task organization. This assignment should consider the types of units to be assigned to a headquarters and its span of control. Planners should not exceed the allocated headquarters' span of control. Generally, a headquarters controls at least two subordinate maneuver units, but not more than five. If planners need additional headquarters, they note the shortage and resolve it later. Task organization takes into account the entire battlefield framework. It also accounts for the special command and control (C2) requirements of operations that have special requirements, such as passage of lines, river crossings, or air assaults.

Step 6 - Prepare COA Statements and Sketches
The G3 (S3) prepares a COA statement and supporting sketch for each COA developed. The COA statement must clearly portray how the unit will accomplish the mission and explain the scheme of

maneuver. It should include the mission and end state and address the battlefield framework. The sketch provides a picture of the maneuver aspects of the COA. Together, the statement and sketch cover who (generic task organization), what (tasks), when, where, how, and why (purpose) for each subordinate unit, and any significant risks and where they occur for the force as a whole.   As a minimum, the sketch should include the array of generic forces, and control measures such as:

- Planning unit and subordinate unit boundaries that establish the AO
- Unit movement formations (does not specify formations of subordinate units)
- The FEBA or LD/LC and subsequent phase lines
- Reconnaissance and security (R&S) graphics
- Ground and air axes of advance
- Assembly areas, battle positions, strong points, engagement areas, and objectives
- Obstacle control measures and tactical mission graphics
- Fire support coordination measures
- Designation of the main and supporting efforts
- Location of command posts
- Enemy known or templated locations

Planners can enhance the sketch with identifying features (cities, rivers, roads) to help orient users. The sketch may be on any media—what it portrays is more important than its form.

6.03.5 Course of Action Comparison
The COA comparison starts with each staff officer analyzing and evaluating the advantages and disadvantages of each COA from his perspective. Each staff member presents his findings for the others' consideration. Using the evaluation criteria developed earlier, the staff then outlines each COA, highlighting its advantages and disadvantages. Comparing the strengths and weaknesses of the COAs identifies their advantages and disadvantages with respect to each other. The staff compares feasible courses of action to identify the one that has the highest probability of success against the most likely enemy COA and the most dangerous enemy COA. The selected COA should also:

- Pose the minimum risk to soldiers, equipment, and mission accomplishment
- Best position the force for future operations
- Provide the best flexibility to meet "unknowns" during execution
- Provide maximum latitude for initiative by subordinates

The actual comparison of COAs is critical. The staff may use any technique that facilitates the staff reaching the best recommendation and the commander making the best decision. The most common technique is the decision matrix, which uses evaluation criteria to assess the effectiveness and efficiency of each COA. Each staff officer may use his own matrix, using the same evaluative criteria, for comparison in his own field of interest. Decision matrixes alone cannot provide decision solutions. Their greatest value is to provide analysts a method to compare several competing COAs against criteria which, when met, will produce battlefield success. The matrix should use the evaluation criteria developed earlier. The CofS (XO) normally determines the weight of each criterion based on its relative importance. The staff officer responsible for a functional area scores each COA using those criteria. Multiplying the score by the weight yields the criterion's value. The staff officer then totals all values. However, he must be cautious in portraying subjective conclusions as being the objective results of quantifiable analysis. Comparing COAs by category is more accurate than attempting to aggregate a total score for each COA.

6.03.6 Commander's Decision Briefing
After completing its analysis and comparison, the staff identifies its preferred COA and makes a recommendation. If the staff cannot reach a decision, the CofS (XO) decides which COA to recommend at the commander's decision briefing. The staff then briefs the commander. The decision-briefing format includes:

- The intent of the higher headquarters (higher and next higher commanders)
- The restated mission
- The status of own forces
- An updated IPB
- Own COAs, including:
    - o   Assumptions used in planning
    - o   Results of staff estimates

o   Advantages and disadvantages (including risk) of each COA (with decision matrix or table showing COA comparison)
- The recommended COA

6.03.7 Course of Action Approval

After the decision briefing, the commander decides on the COA he believes to be the most advantageous. If he rejects all developed COAs, the staff will have to start the process over again. If the commander modifies a proposed COA or gives the staff an entirely different one, the staff must war-game the revised or new one to derive the products that result from the war-game process. Once the commander has selected a COA, he may refine his intent statement and CCIR to support the selected COA. He then issues any additional guidance on priorities for CS or CSS activities (particularly for resources he needs to preserve his freedom of action and to ensure continuous service support), orders preparation, rehearsal, and preparation for mission execution. Having already identified the risks associated with the selected COA, the commander decides what level of residual risk he will accept to accomplish the mission and approves control measures that will reduce the risks. If there is time, he discusses the acceptable risks with adjacent and senior commanders. However, he must obtain the higher commanders' approval to accept any risk that might imperil the higher commanders' intent. Based on the commander's decision, the staff immediately issues a warning order with essential information so that subordinate units can refine their plans.

6.03.8 Orders Production

Based on the commander's decision and final guidance, the staff refines the COA and completes the plan and prepares to issue the order. The staff prepares the order or plan to implement the selected COA by turning it into a clear, concise concept of operations, a scheme of maneuver, and the required fire support. The commander can use the COA statement as his concept of operations statement. The COA sketch can become the basis for the operation overlay. Orders and plans provide all necessary information subordinates require for execution, but without unnecessary constraints that would inhibit subordinate initiative. The staff assists subordinate staffs as needed with their planning and coordination.

The concept of operations is the commander's clear, concise statement of where, when, and how he intends to concentrate combat power to accomplish the mission in accordance with his higher commander's intent. It broadly outlines considerations necessary for developing a scheme of maneuver. It includes actions within the battlefield organization, designation of the main effort, the commander's plan to defeat the enemy, and specific command and support relationships. These relationships are then included in the task organization and organization for combat in plans and orders.

During orders production, the staff implements accident risk controls by coordinating and integrating them into the appropriate paragraphs and graphics of the OPORD. It is essential to communicate how controls will be put into effect, who will implement them, and how they fit into the overall operation.

Finally, the commander reviews and approves orders before the staff reproduces and briefs them. The commander and staff should conduct confirmation briefings with subordinates immediately following order issue to ensure subordinates understand the commander's intent and concept.

6.04 Decision Making In A Time-Constrained Environment

The focus of any planning process should be to quickly develop a flexible, tactically sound, and fully integrated and synchronized plan that increases the likelihood of mission success with the fewest casualties possible. However, any operation may "outrun" the initial plan. The most detailed estimates cannot anticipate every possible branch or sequel, enemy action, unexpected opportunities, or changes in mission directed from higher headquarters. Fleeting opportunities or unexpected enemy actions may require a quick decision to implement a new or modified plan.

Before a unit can conduct decision making in a time constrained environment, it must master the steps in the full MDMP. A unit can only shorten the process if it fully understands the role of each and every step of the process and the requirements to produce the necessary products. Training on these steps must be thorough and result in a series of staff battle drills that can be tailored to the time available. Training on the MDMP must be stressful and replicate realistic conditions and time lines. Although the task is difficult, all staffs must be able to produce a simple, flexible, tactically sound plan in a time-constrained environment. METT-T factors, but especially limited time, may make it difficult to follow the entire MDMP. An inflexible process used in all situations will not work. The MDMP is a sound and proven process that must be modified with slightly different techniques to be effective when time is limited. There is still only

one process, however, and omitting steps of the MDMP is not the solution. *Anticipation, organization, and prior preparation* are the keys to success in a time constrained environment. Throughout the remainder of the chapter, reference to a process that is abbreviated is for simplicity only. It does not mean a separate process, but the same process shortened.

The commander decides how to shorten the process.

What follows are suggested techniques and procedures that will save time. They are not exhaustive or the only ways to save time, but they have proved useful to units in the past. These techniques are not necessarily sequential in nature, nor are all of them useful in all situations. What works for a unit depends on its training and the factors of METT-T in a given situation. The commander can use these, or techniques of his own choosing, to abbreviate the process.

6.04.1 General Considerations

The process is abbreviated any time there is too little time for its thorough and comprehensive application. The most significant factor to consider is time. It is the only nonrenewable, and often the most critical, resource. There are four primary techniques to save time. The first is to increase the commander's involvement, allowing him to make decisions during the process without waiting for detailed briefings after each step.

The second technique is for the commander to become more directive in his guidance, limiting options. This saves the staff time by focusing members on those things the commander feels are most important.

The third technique, and the one that saves the most time, is for the commander to limit the number of COAs developed and war-gamed. In extreme cases, he can direct that only one course of action be developed. The goal is an acceptable COA that meets mission requirements in the time available, even if it is not optimal.

The fourth technique is maximizing parallel planning. Although parallel planning is the norm, maximizing its use in a time-constrained environment is critical. In a time-constrained environment, the importance of warning orders increases as available time decreases. A verbal warning order now is worth more than a written order one hour from now. The same warning orders used in the full MDMP should be issued when the process is abbreviated. In addition to warning orders, units must share all available information with subordinates, especially IPB products, as early as possible.

While the steps used in a time-constrained environment are the same, many of them may be done mentally by the commander or with less staff involvement than during the full process. The products developed when the process is abbreviated may be the same as those developed for the full process; however, they may be much less detailed and some may be omitted altogether.

When developing its plan, the staff may initially use the full process and develop branches and sequels during execution using the process when it is modified. A unit may use the complete process to develop the plan, while a subordinate headquarters uses the same process abbreviated.

The advantages of using the process when it is abbreviated are:
- It maximizes the use of available time
- It allows subordinates more planning time
- It focuses staff efforts on the commander's specific and directive guidance
- It facilitates adaptation to a rapidly changing situation
- It allows the commander to compensate for lack of a staff or for an inexperienced staff

The disadvantages are:
- It is much more directive and limits staff flexibility and initiative
- It does not explore all available options when developing friendly COAs
- It may result in only an oral order or a fragmentary order
- It increases the risk to the unit of overlooking a key factor or uncovering a significantly better option
- It may decrease the coordination and synchronization of the plan

The time saved on any step can be used to:
- Refine more thoroughly the commander's plan

- Conduct a more deliberate and detailed war game
- Consider in detail potential branches and sequels
- Focus more on the actual rehearsal and preparation of the plan

6.04.2 The Commander's Role

The commander decides what adjustments to make to the MDMP, giving specific guidance to the staff to focus the process and save time. If the commander has access to only a small portion of the staff or none at all, he will have to rely even more than normal on his own expertise, intuition, creativity, and battlefield awareness. He may have to decide on his course of action, mentally war-game the outcome, and confirm his decision to the staff all in a relatively short time. If so, his decision will be based more on his experience than on a formal integrated staff process. The commander may elect to have his staff spend most of its time developing, refining, and war-gaming his COA rather than developing multiple courses of action.

The commander should avoid changes to his guidance unless a significantly changed situation dictates major revisions. Frequent minor changes to the guidance can easily result in lost time as the staff makes constant minor adjustments to the plan.

The commander should consult with subordinate commanders before making a decision, if possible. Subordinate commanders are closer to the fight and can more accurately portray the enemy's situation and that of their own unit. Additionally, consulting with subordinates will give them insight into the upcoming operation and allow them to conduct parallel planning. In situations where the commander must decide quickly, he should contact his higher headquarters and advise them of his selected COA as it may affect the branches and sequels his superiors are planning.

6.04.3 The Staff's Role

The importance of staff estimates increases as time decreases. Decision making in a time-constrained environment almost always takes place after a unit has entered into the area of operations and has begun to execute operations. This means that the IPB and some portion of the staff estimates should already exist. Detailed planning before operations provides the basis for information the commander and staff will need to make knowledgeable decisions as operations continue. Staff members must keep their estimates up to date so that when planning time is limited they can provide accurate, up-to-date assessments quickly and move directly into COA development. When time is short, the commander and staff use as much of the previously analyzed information and products from earlier decisions as possible. Although some of these products may change significantly, many, such as the IPB that is continuously updated, will remain the same or require little change.

The staff must use every opportunity to conduct parallel planning with the unit's higher headquarters. Parallel planning can save significant time, but if not carefully managed, it can also waste time. As a general rule, the staff must never get ahead of the higher headquarters in the planning process. The majority of time spent conducting parallel planning should be spent developing the foundation of the plan, such as mission analysis. The staff should not develop and analyze COAs without specific guidance and approval from higher headquarters.

6.04.4 Mission Receipt

This part of the process does not change in a time constrained environment. However, the commander decides at this step whether or not to abbreviate the process and, if so, specifies how he wants to do it.

6.04.5 Mission Analysis

The commander's involvement is the key to saving time in mission analysis. He must get personally involved by supervising and managing the mission analysis process. If time is not available to conduct a detailed mission analysis, the commander and staff will rapidly perform mission analysis together to determine the restated mission.

The IPB process requires constant attention. Many delays during mission analysis can be traced to the IPB. The G2 (S2) must quickly update the IPB based on the New mission and changed situation. This is critical to allow needed reconnaissance assets to deploy early to collect information to adjust the initial plan. Enemy event templates must be as complete as possible prior to the mission analysis briefing. Because they are the basis for war gaming, they must be constantly updated as new information becomes available.

Staff officers conduct as formal a mission analysis briefing as time allows. However, they may be forced to

brief their estimates orally, covering only information that has changed from the last staff estimate, without the use of charts or other tools. When severely time-constrained, they brief only critical information that directly affects the new mission. If the commander has been directly involved in the mission analysis, he may decide to skip the mission analysis briefing completely.

6.04.6 Commander's Guidance

A key way to save time is in the issuance of the commander's guidance. The elements of the commander's guidance may be the same as the full MDMP's, but the guidance is more detailed and directive. The commander can provide detailed information outlining what he expects in each COA developed, including tentative task organization and scheme of maneuver. He may also determine which enemy COAs he wants friendly COAs war-gamed against as well as the branches or sequels he wants incorporated in each COA. Detailed guidance keeps the staff focused by establishing parameters to work within. Commander's guidance must be constantly reviewed and analyzed. As the situation changes and information becomes available, the commander may have to alter his guidance. This type of detailed guidance limits the staff's flexibility and initiative to save time, but it allows the staff more time to synchronize the COA during the war-game session. Once the guidance is issued, the staff immediately sends a warning order to subordinate units.

6.04.7 Course of Action Development

Significant time is saved by increased commander involvement in COA development, resulting in detailed and directive commander's guidance. The greatest savings in time for the MDMP comes from the commander directing the staff to develop only a few courses of action instead of many.

The commander and selected staff save additional time by conducting a hasty war game once the COAs are developed. The hasty war game allows the commander to determine if he favors one or more COAs out of several proposed. It develops and matures one or more COAs prior to the formal war game. If the commander cannot be present during the hasty war-game session, then the staff conducts a COA back brief to the commander after the hasty war game. From the hasty war game, the commander can make an early decision, allowing him to refine his COA and make any necessary adjustments prior to the detailed war game. In extreme situations, this may be the only opportunity to conduct the war-game process.

The hasty war game can also be used to select a single COA for further development. A commander's early decision to go with a single COA allows his staff to focus on the selected COA instead of on multiple COAs. It also allows the staff to concentrate on synchronizing the COA rather than on continuing to develop the COA during the formal war-game session.

When time is severely limited, the quickest process comes from the commander deciding to immediately begin personally developing *one* COA, with branch plans, against the enemy's most likely course of action. The commander determines which staff officers are critical to assist him in this phase, depending on the type of operation being planned. The minimum is normally the G2 (S2), G3 (S3), FSCOORD, engineer coordinator (ENCOORD), and CofS (XO). The commander may also include subordinate commanders, if available. This team must quickly develop a flexible COA that it feels will accomplish the mission.

Limiting the number of COAs developed carries with it the risk of overlooking a significantly better COA. Developing only one COA is the most risky approach. It provides the staff with the least flexibility to apply its creativity and explore options.

Saving time by not using the enemy event templates is a poor technique. The commander and staff must use the enemy event templates when developing COAs. Without them, they cannot conduct the analysis of relative combat power and the arraying of initial forces.

6.04.8 Course of Action Analysis

The commander and staff must war-game the COAs to ensure all elements are fully integrated and synchronized. An early decision to limit the number of COAs war-gamed, or to develop only one COA, saves the greatest amount of time in this process. When wargaming the COAs, it is best to do so against all feasible enemy courses of action. However, the commander can save additional time by having the staff war-game against a smaller number of enemy COAs.

The commander's involvement can save significant time in this step by allowing the staff to focus on only the most essential aspects of the war game. The commander can supervise the war game and be prepared to make decisions, provide guidance, delete unsatisfactory concepts, and assist in keeping the

staff focused. If the commander is present during the war gaming of multiple COAs, he may identify the COA he favors. He can then discard unwanted COAs, allocating more time to refine the selected COA.

The commander must always assess risk, especially since by limiting the number of COAs, he has increased risk to the command. He must evaluate the COA to ensure it will not render the force incapable of anticipated operations or lower the unit's combat effectiveness beyond acceptable levels.

The staff should use the box technique, focusing on the most critical event first, such as actions at the objective or the engagement area. If time permits, the staff war-games other critical events or boxes as well. The commander and staff must identify and prioritize the critical events they want analyzed. These critical events can be identified by analyzing essential tasks. The staff war-games as many critical events as possible in the allotted amount of time.   Staff officers save time if they specifically define and limit the evaluation criteria before they begin the war-game process. Significant factors can be quantified, if possible, and limited to the four or five most important, based on the mission statement, commander's intent, and commander's guidance. The staff must work to support the commander's plan. However, as the staff refines the plan, it cannot become so biased that it develops a plan that is infeasible and insupportable. If the staff determines that it cannot support the commander's plan, a new COA must be developed.

The use of recorders is particularly important. These recorders should be trained to capture coordinating instructions, subunit instructions, and information required to synchronize the operation during the war-gaming process. If this occurs, a portion of the order written before the planning process is complete. The location used for the war game must be prepared and configured by the time the staff is ready to conduct the war game. Charts and boards must be cleaned and prepared for use. The blown-up terrain sketch and enemy SITTEMPs must be prepared and present for the war-game session.

When only one COA is developed, the purpose of the COA analysis is to verify, refine, synchronize, and integrate the commander's COA and recommend modifications as necessary. However, the analysis should follow the formal war-game process as much as time allows to help the commander visualize the outcome and identify potential branches and sequels. As time allows, the staff can further war-game and develop these branches and sequels.

6.04.9 Course of Action Comparison
If the commander decides to war-game only one COA, or if he chooses one during the war game, no course of action comparison is needed. If multiple COAs have been war-gamed and the commander has not made a decision, the staff must conduct the COA comparison. Limiting the evaluation criteria is the only significant shortcut in this step.

6.04.10 Course of Action Approval
If the commander has observed and participated in the planning process, the decision may be rapidly apparent and the commander can make an on-the-spot decision. If the commander has not participated in the process to this point, or has not made a decision, a decision briefing will still be required. Good COA comparison charts and sketches assist the commander in visualizing and distinguishing between each COA. The staff must ensure the COAs are complete with tentative task organization, COA statement, and task and purpose for each subordinate unit. Time can also be saved by limiting the course of action briefing to only the most critical points.

If only one COA was developed, no decision is required, unless the developed COA becomes unsuitable, infeasible, or unacceptable. If this occurs, another COA must be developed. Once the decision is made, the staff immediately sends out a warning order.

6.04.11 Orders Production
There are several ways to save time in orders production. These are addressed in Appendix H, Plans and Orders.

SECTION 7 - Staff Officer Duties During Preparation For And Execution Of Operations

The commander and his staff must prepare for execution of, and then execute, the operation planned during the military decision-making process. This requires combining both standard staff actions and unique skills in an environment characterized by rapidly changing situations, an enemy trying to disrupt the operation, and imperfect information arriving in increased quantities. For the staff, anticipation of key events, effective use of time, and clarity of communications (especially orders) are key to successful preparation for and execution of operations. Constantly updated estimates leading to timely decisions, communicated through clear, concise, and rapidly disseminated orders, are critical to successful execution.

Section 5 discussed the common and specific duties of staff officers in general. This chapter discusses the general duties of the staff that assists the commander in the preparation for and execution of operations.

Once the order is issued, preparation consists of briefings, back briefs, and rehearsals that the commander uses to confirm that his staff, subordinate commanders, and their staffs know the mission, the commander's intent, and the expected results from the operation horizontally as well as vertically. The commander and staff must review the plans of subordinate units to ensure the intent and the concept of operations is nested within all supporting plans. At any time during briefings, back briefs, rehearsals, or reviews of subordinate orders, the commander may give additional guidance as needed to ensure the mission's overall coordination. It is particularly important to ensure that support plans are integrated with tactical plans.

Time permitting, after issuing the order, the staff considers specific branches of the current plan or contingency planning of future (sequel) operations. The commander and CofS (XO) decide the staff's priority of work as they monitor current operations, synchronize upcoming operations, and continue their estimates. During execution of the order resulting from the decision process, the commander and staff must constantly assess where they are in the ongoing operation against what they thought would happen in the war game, to include available resources, and estimate the force's posture for future operations. Rapidly changing time-space relationships, especially as they affect key actions and the acquisition of new or changed information require staff officers to continually update their estimates. They continue to assess the operation as assumptions either become facts or are proved false. They are constantly on the lookout for unexpected opportunities to exploit success and for the events that will trigger branches and sequels. Finally, they must be looking for changes in conditions that will result in new or significantly altered missions and thus cause the decision making process to start again. This is the value of the orders process.

During the preparation for and execution of the operation, the staff assists the commander in making timely decisions by providing him with critical information to support his battlefield visualization. This includes information about the enemy, friendly strengths and dispositions, and terrain and weather in which the battle takes place. It is the staff's responsibility to ensure that the commander has the most up to date, accurate information to make such decisions, the implications of that information for the operation, and staff recommendations on the decision to be taken. Staff members are also responsible for monitoring the preparation for and execution of the operation within each member's own functional area.

Further, they identify variances from the plan, adjust the allocation and use of resources to support the plan in changing circumstances, and advise the commander when they can no longer make adequate adjustments without the commander's intervention. The key element in successful combined arms operations is maintaining synchronization in the force; all staff officers must focus their efforts to this end.

7.01 Chief Of Staff (Xo) Duties

The chief of staff (XO) supervises and coordinates the details of the operation in conformity with the commander's orders through his direction of all staff efforts during operations. He advises the commander and informs the commander of critical information. He:

- Informs the commander, staff, and subordinate commanders of the progress in preparation for and execution of the operation through periodic intelligence and operations summaries
- Ensures the staff provides the commander updated estimates and plans for future operations
- Coordinates efforts among the staff to anticipate requirements and develop recommendations to the commander for correcting shortfalls, actual or forecasted, in resources or mission accomplishment
- Supervises the staff's synchronization of the operation vertically, horizontally, chronologically, and geographically
- Supervises the integration of risk management during the operation, identifying hazards, and recommending control measures to reduce risk
- Supervises information flow in and out of the staff, including the analysis and assessment of all information and submission of recommendations to the commander
- Supervises time management by setting and adjusting time lines
- Supervises the movement of command posts
- Ensures the continuity of staff support and communication under all circumstances
- Ensures the staff gets adequate rest and placed where they can best support the commander
- Maintains contact with the commander and keeps him informed of critical information, regardless of where the commander places himself during the operations
- Knows who can make "what" decisions in the absence of the commander

7.02 Staff Officer Duties

During the preparation for and execution of operations, staff officers have two broad areas of responsibility. The first is providing information, assistance, and recommendations to the commander. The second is supervising the preparation for and the execution of the plan within their functional areas. Specific responsibilities include anticipating requirements, monitoring operations, taking action to keep the plan on track, managing the flow of information, making timely recommendations, conducting coordination, synchronizing operations, and maintaining continuity.

All staff responsibilities require that staff officers know their authority to make decisions which affect the overall operation without the commander's approval and that they know the commander's intent. The commander specifies the staff's authority based on the staff officer's maturity and experience and the commander's confidence in the staff officer's abilities. This authority allows the staff officer to exercise initiative to operate within his area of responsibility when there is a deviation beyond tolerance from the original plan. Knowledge of the commander's intent guides specific decisions within the staff's authority. During operations, the staff must continually keep in mind that the enemy will be trying to upset the friendly plan, desynchronize the operation, and destroy friendly units and defeat friendly actions. Enemy actions will often cause the staff to act and make decisions with less information and in less time than they would like.

Enemy actions and counteractions, as well as the fog and friction inherent in operations, almost guarantee that the operation will not unfold exactly according to the plan. The staff must identify unforeseen obstacles and problems and implement measures to reduce this friction whenever possible. When staff members cannot reduce friction or restore the plan on their own, they must report these problems to the commander and make recommendations in line with the commander's intent. As changes in the situation accumulate, the commander and staff have to remember to fight the enemy and not adhere strictly to the plan. Based on staff input and his own battlefield visualization, the commander must then decide to try to restore the plan, adjust the plan, or make major changes. As all this is taking place, the staff must conduct continuous risk management, identifying hazards affecting the operation and recommending control measures to reduce risk to the force.

Every staff officer must effectively manage time and the time line for his area of responsibility. He must synchronize this time line with the unit's time lines. Continuous synchronization by the staff is necessary for the four basic time lines—troop-leading procedures (TLPs), friendly critical events, logistics, and enemy critical events. The staff can thus identify required actions, decisions, and recommendations. During the planning process, planners use input from staff members' current operations time lines to develop the time line for future operations. The XO and S3 then identify critical events which require tracking and

linkage to the decision making process.

7.02.1 Identifying and Anticipating Requirements
A principal responsibility of the staff during the preparation for and execution of operations is providing the commander with information. The commander identifies for the staff the key information (such as CCIR) he needs to conduct the operation, focusing on critical decision points. As the operation progresses, the CCIR will change often and both the commander and staff must review them for continued applicability. The CCIR should be limited to 10 or less. The smaller the number, the better the staff can focus its efforts. However, the staff must be aware that unforeseen events and information not included in the CCIR may directly impact on the operation.

Staff members develop criteria for collecting both CCIR and information needed in their own functional areas to monitor the preparation for and execution of the operation. This information allows the staff to anticipate when additional resources are required, when a branch or sequel should be executed, or when and how future operations may develop. Anticipation of requirements involves analyzing this information and forecasting trends or events based on that information.

7.02.2 Monitoring Operations
Monitoring involves measuring, analyzing, and reporting performance to compute or otherwise identify variance from the plan or its assumptions, and to forecast change. Monitoring looks at factors such as time lines, distances, loss rates, consumption rates, unit effectiveness, enemy actions, and facts and assumptions used to formulate the plan.

A plan is developed based on various facts and assumptions. The staff tracks these to ensure they remain valid and to seek new facts and assumptions that will affect current or future operations. If the facts change or assumptions become invalid during preparation for or execution of the operation, the staff evaluates what effect this will have on the operation. If the deviation becomes critical to the operation, the staff informs the commander and recommends a remedy for the situation.

Monitoring also includes each staff officer looking at the movement, actions, and reactions of the enemy in relation to that officer's functional area. This monitoring includes all enemy activities that might affect the friendly force throughout the duration of the operation and extends to the entire area of interest to anticipate future operations. The staff uses this information to determine if enemy actions are consistent with expectations and war-gaming results, to provide insight into how the enemy course of action will develop, to identify high-payoff targets, to conduct predictive analysis based on the tactical situation to determine enemy intentions and actions that might cause a change to the plan, and to update staff estimates. This information is used to support the commander's battlefield visualization. Critical information is to be immediately reported to the commander.

The staff must have a system to effectively monitor both the preparation for the operation and its execution. This system should be clearly articulated in the unit SOP. As a minimum, the staff should monitor the following enemy information:

- Terrain information (such as axis of advance, key terrain, crossing sites)
- Contacts, withdrawals, locations, and movements
- Employment of NBC assets and weapons
- Battle damage assessments
- Combat power
- Units capable of reinforcing or supporting the operation
- Support capabilities including any significant changes
- Obstacles

The staff should monitor the following friendly information:
- Changes in mission
- Status of critical classes of supply, especially Class III and V, and other critical CSS assets
- Combat power
- Unit locations and activities, particularly defensive preparation status
- Changes in status of supporting fires or priority of close air support
- Loss of combat effectiveness
- Status and location of reserve forces

- Changes in status of critical major organic items
- Main aid station and forward aid station locations
- Assets in sector (such as ground surveillance radar, military police, patrols) not belonging to the controlling headquarters
- Status and location of adjacent units
- Fire support control measures
- Obstacles and effective times
- Decision points
- Nongovernmental organizations and civilians in the area of operations

7.02.3 Directing Actions

Directing involves taking or recommending action to deal with forecasted changes or deviations by acquiring and applying means to accomplish the commander's intent and correcting deviations from the plan or guidance. The staff must sort out the critical data by analyzing specific information to determine if the operation is deviating significantly from the plan. If it is, the staff, within its authority, tries to get the plan's execution back on track. The staff acts to bring that portion of the operation back into tolerance based on the staff members' understanding of the commander's intent. This may mean anything from a minor adjustment of resource allocation to a major shifting of priorities. The commander is notified if the staff determines there is critical information affecting the operation which is outside the staff's authority to adjust.

7.02.4 Managing Information

The staff's ability to operate effectively during the preparation for and execution of an operation revolves around how staff members manage information. A staff officer must be able to receive, analyze, process, and distribute massive volumes of information quickly and efficiently. All information is not of the same importance and cannot be processed the same way. Information management is a balancing act between providing too much information, which will overload the commander and slow down the decision process, and providing too little information, which can lead to poor decisions.

As the battle progresses, the volume of information increases significantly; the commander establishes filters for information reporting, the most important of which are the CCIR. This helps eliminate extraneous reports and allows the staff to recognize key events that demand the commander's attention. The CofS ensures the staff analyzes the information and provides the commander only information necessary to make decisions. The staff must establish and practice, prior to the commencement of operations, an SOP to effectively manage all the information. This SOP must include standard displays the commander feels comfortable in using for decision making, and procedures and techniques the staff uses to report critical information.

The first step in managing information is to analyze information to determine whether it is critical, exceptional, or routine. The staff officer must know the commander's intent and the concept of the operation, and be current on how the preparation for and execution of the operation are proceeding in order to interpret what the information means and how critical it is. This means the staff member must not only know how his functional area is progressing in detail, he must understand how the preparation for or execution of the operation is progressing overall. Without a broad knowledge of the situation, the staff member may misinterpret the information's criticality.

The next step is to decide what to do with the information—how to properly display and disseminate it. A map is an effective visual information display for the commander to see a snapshot of the operation. From one map, the commander should get a reasonably complete situation report (SITREP) of the critical information about a unit and the current operation without having to ask numerous questions of staff officers. The map also gives the staff a quick and efficient means of displaying critical information for other staff officers. Status boards and charts are other visual methods for staff officers to effectively display critical information. However, the staff must avoid having too many, or unnecessary, charts that might contribute to information overload or avoid putting so much information on maps, charts, and overlays that updating them is difficult. The staff's use of matrixes, logs, and journals is also important. Modern automation technology will add new means to display, store, and disseminate information.

The staff must have a means to disseminate information and any orders that result from the commander's analysis of that information. For subordinate and supporting units, this is normally a fragmentary order (FRAGO) or a warning order (WARNO). The order may be oral, in the form of an overlay, or in written

format. The use of WARNOs is particularly critical during the execution of operations. It allows subordinate elements maximum time for parallel planning and preparation for branches, sequels, and new missions. The clarity of FRAGOs and WARNOs is essential. During the conduct of operations, there is much less time for clarification than during preparation for execution.

The staff disseminates this information among the staff sections within its own headquarters according to its SOP. The SOP should include who gets what kind of information and in what priority. All staffs should have access to all information, but they do not all need it in the same priority. Establishing what information is critical to what staff section and who needs critical information quickly is an important part of staff coordination. The information may not always fit a specific category in the SOP. As they evaluate any unusual information, all staff officers should be asking themselves, "Who else needs this information?" Most important, CSS operators must be kept fully informed of the progress of the operation.

Finally, the staff disseminates information to higher and adjacent headquarters using standard reports. Knowledge of the higher commander's CCIR helps a staff determine what priority to assign to information going to higher headquarters.

7.02.5 Making Recommendations
If the staff officer has done everything within his authority to bring the plan back on track, but has been unsuccessful, or lacks the assets or authority to make it happen, he must then make a recommendation to the commander to resolve the problem. Knowing both the assets available within the command and from higher headquarters and the commander's intent is the key to determining a recommendation. Basic recommendations during operations include that the commander:

- Intervene to direct something that is not in the staff officer's delegated authority to put the operation back on track
- Commit, or acquire and commit, resources not controlled by the staff officer to put the plan back on track
- Change the plan. (This recommendation should include the who, what, when, where, how, and why for the change.)

Recommended changes to the plan may include that the commander execute a branch or a sequel identified during the planning process. The recommendation should support the commander's intent and facilitate future operations. It must address the change's advantages, disadvantages, risk to the force, supportability, and overall effect on the operation.

7.02.6 Conducting Coordination
During preparation for and execution of operations, continuous coordination by the staff officer is critical. This includes coordinating vertically and horizontally to exchange information and coordinate actions that may impact on the staff officer's area or other functional areas. Coordination aims to reduce confusion and problems while maximizing the synchronization of the plan. It is particularly important to conduct thorough coordination when subordinate units change their execution of the plan directed by the issuing headquarters.

7.02.7 Synchronizing Operations
During preparation for and execution of an operation, the staff helps the commander synchronize the operation to produce maximum combat effects on the enemy. This involves synchronizing the operation in space and time across the battlefield functional areas with respect to the close, deep, and rear operations to gain or retain the initiative. Synchronization involves every staff officer understanding his part in the operation and how it relates to everyone else's while supporting the commander's intent.

7.02.8 Maintaining Continuity

During the preparation for and execution of operations, the staff must maintain continuity to reduce turmoil. Continuity requires planning for continuous 24-hour-a-day operations. This includes plans for shift changes in command posts, sleeping, eating, command post displacements, operations during WMD strikes, provisions for individual casualties or destruction of entire command posts, and maintenance of communications under all conditions. Each staff section must establish what information and procedures everyone needs to know and how they will be updated. This includes the commander's intent, the current mission, CCIR, shift-change procedures, maintenance of situational awareness through periodic staff huddles, and staff drills for actions such as mission planning and orders production. Continuity also includes distributing the staff section among the various command posts to cover each functional area in those command posts that need it. Continuity is provided by operating in consonance with detailed headquarters operations SOP. All members of the staff should know the SOP and have practiced all its measures to ensure continuity.

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APPENDICES

APPENDIX A - Military Briefings

Briefings are a means of presenting information to commanders, staffs, or other designated audiences. The techniques employed are determined by the purpose of the briefing, the desired response, and the role of the briefer. This appendix describes the types of military briefings.

A.1 TYPES OF BRIEFINGS

There are four types of military briefings:
- Information
- Decision
- Mission
- Staff

A.1.1 Information

The information briefing is intended to inform the listener and to gain his understanding. The briefing does not include conclusions and recommendations, nor require decisions. The briefing deals primarily with facts. The briefer states that the purpose of the briefing is to provide information and that no decision is required. The briefer provides a brief introduction to define the subject and to orient the listener and then presents the information. Examples of an information briefing are information of high priority requiring immediate attention; information of a complex nature, such as complicated plans, systems, statistics, or charts, requiring detailed explanation; and controversial information requiring elaboration and explanation.

A.1.2 Decision

The decision briefing is intended to obtain an answer or a decision. It is the presentation of a staff officer's recommended solution resulting from analysis or study of a problem or problem area. Decision briefings vary as to formality and detail depending on the level of command and the decision maker's knowledge of the subject (the problem or problem area). In situations where the person receiving the briefing has prior knowledge of the problem and some information relating to it, the briefing normally is limited to a statement of the problem, essential background information, and a recommended solution.

However, the briefer must be prepared to present his assumptions, facts, alternative solutions, reason for choosing the recommended solution, and the coordination involved. If the person who is being briefed is unfamiliar with the problem and the facts surrounding it, then a more detailed briefing is necessary. In this case, the briefing should include any assumptions used in analyzing the problem, facts bearing on the problem, a discussion of the alternatives, the conclusions, and the coordination involved.

At the outset of the briefing, the briefer must state that he is seeking a decision. At the conclusion of the briefing, if the briefer does not receive a decision, he asks for it. The briefer should be certain that he understands the decision thoroughly. If he is uncertain, he asks for clarification. In this regard, a precisely worded recommendation that may be used as a decision statement, once approved by the commander, assists in eliminating possible ambiguities. Following the briefing, if the chief of staff (executive officer) is not present, the briefer informs the SGS or other appropriate officer of the commander's decision.

A.1.3 Mission

The mission briefing is used under operational conditions to provide information, to give specific instructions, or to instill an appreciation of a mission. It is usually presented by a single briefing officer, who may be the commander, an assistant, a staff officer, or a special representative. This depends on the nature of the mission or the level of the headquarters. In an operational situation or when the mission is of a critical nature, it may become necessary to provide individuals or smaller units with more data than plans and orders provide. This may be done by means of the mission briefing. The mission briefing reinforces orders, provides more detailed requirements and instructions for each individual, and explains the significance of each individual role.

A.1.4 Staff

The staff briefing is intended to secure a coordinated or unified effort. This may involve the exchange of information, the announcement of decisions within a command, the issuance of directives, or the presentation of guidance. The staff briefing may include characteristics of the information briefing, the decision briefing, and the mission briefing. Attendance at staff briefings varies with the size of the headquarters, the type of operation being conducted, and the personal desires of the commander. Generally, the commander, deputies or assistants, chief of staff (executive officer), and coordinating and

special staff officers attend. Representatives from major subordinate commands may be present. The chief of staff (executive officer) usually presides over the staff briefing. He calls on staff representatives to present matters that interest those present or that require coordinated staff action. Each staff officer is prepared to brief on his area of responsibility.

In garrison, staff briefings are often held on a regularly scheduled basis. In combat, staff briefings are held when required by the situation. The presentation of staff estimates culminating in a commander's decision to adopt a specific course of action is a form of staff briefing. In this type of briefing, staff officers involved follow the general pattern prescribed for the staff estimate being presented.

A.2 BRIEFING STEPS
A briefing assignment has four steps:

A.2.1 Analyze the situation
This includes analyzing the audience and the occasion by determining:
- Who is to be briefed and why?
- How much knowledge of the subject does the audience have?
- What is expected of the briefer?

Before briefing an individual the first time, the briefer should inquire as to the particular official's desires. The briefer must understand the purpose of the briefing. Is he to present facts or to make a recommendation? The purpose determines the nature of the briefing. The time allocated for a briefing will dictate the style, physical facilities, and the preparatory effort needed. The availability of physical facilities, visual aids, and draftsmen is a consideration. The briefer prepares a detailed presentation plan and coordinates with his assistants, if used. The preparatory effort is carefully scheduled. Each briefer should formulate a "briefing outline." The briefer initially estimates the deadlines for each task. He schedules facilities for practice and requests critiques.

A.2.2 Construct the briefing
The construction of the briefing will vary with its type and purpose. The analysis provides the basis for this determination. The following are the major steps in preparing a briefing:

- Collect material
- Know the subject thoroughly
- Isolate the key points
- Arrange the key points in logical order
- Provide supporting data to substantiate validity of key points
- Select visual aids
- Establish the wording
- Rehearse before a knowledgeable person who can critique the briefing

A.2.3 Deliver the briefing
A successful briefing depends on how it is presented. A confident, relaxed, forceful delivery, clearly enunciated and obviously based on full knowledge of the subject, helps convince the audience. The briefer maintains a relaxed, but military bearing. He uses natural gestures and movement, but he avoids distracting mannerisms. The briefer's delivery is characterized by conciseness, objectivity, and accuracy. He must be aware of the following:

- The basic purpose is to present the subject as directed and to ensure that it is understood by the audience
- Brevity precludes a lengthy introduction or summary
- Logic must be used in arriving at conclusions and recommendations
- Interruptions and questions may occur at any point

If and when these interruptions occur, the briefer answers each question before proceeding or indicates that the questions will be answered later in the briefing. At the same time, he does not permit questions to distract him from his planned briefing. If the question will be answered later in the briefing, the briefer should make specific reference to the earlier question when he introduces the material. The briefer must be prepared to support any part of his briefing. The briefer anticipates possible questions and is prepared to answer them.

A.2.4 Follow-up

When the briefing is over, the briefer prepares a memorandum for record (MFR). This MFR should record the subject, date, time, and place of the briefing and ranks, names, and positions of those present. The briefing's substance is concisely recorded. Recommendations and their approval, disapproval, or approval with modification are recorded as well as any instruction or directed action. This includes who is to take action. When a decision is involved and doubt exists about the decision maker's intent, the briefer submits a draft of the MFR to him for correction before preparing it in final form. The MFR is distributed to staff sections or agencies that must act on the decisions or instructions contained in it or whose operations or plans may be influenced.

APPENDIX B - Plans And Orders

This appendix explains how to construct plans and orders from battalion to corps levels. General information on the content and construction of plans and orders is followed by examples.

Plans and orders are the means by which the commander expresses to his subordinates his battlefield visualization, intent, and decisions; focusing on the results the commander expects to achieve—his vision of the end state of an operation. This gives subordinates the maximum operational and tactical freedom to accomplish the mission while providing only the minimum restrictions and details necessary for synchronization and coordination. Plans and orders should provide the *what* rather than the *how* to encourage initiative. Plans and orders are the method the commander uses to synchronize military actions. They also help the staff synchronize the commander's decisions and concepts. Plans and orders:

- Permit subordinate commanders to prepare supporting plans and orders
- Implement operations derived from a higher commander's plan or order
- Focus a subordinate's activities
- Provide tasks and activities, constraints, and coordinating instructions necessary for the successful completion of missions
- Do not inhibit agility, speed, and initiative in carrying out missions
- Are communications conveying instructions in a standard, recognizable, clear, and simple format?

The amount of detail the commander provides in a plan or an order depends on the experience and competence of subordinate commanders, the cohesion and tactical experience of subordinate units, and the complexity of the operation. The commander balances these factors with his guidance and intent and determines the type of plan or order to issue. To maintain clarity and simplicity, plans and orders include annexes only when necessary and only when they pertain to the entire command. The annexes describe the additional support and synchronization necessary to accomplish the command's assigned tasks.

All operation plans and orders:
- Have five paragraphs
- Provide task organization and the scheme of maneuver
- Provide a clear, concise mission statement, based on the mission assigned by the higher headquarters that includes execution time and date
- Convey the commander's intent and concept of operations
- Usually include an overlay.

Included in this Appendix is a verbatim transcript of **an order issued by VII Corps in World War II. It represents a typical order seen during the continuing operations of US STARFLEET Marine forces in WWII. The brevity and** simplicity of this basic order is remarkable considering that the operation involved six divisions under a corps headquarters. This simplicity and brevity was possible because of several factors. VII corps and its subordinate divisions were well trained, with detailed and practiced SOPs. They were combat-tested with experienced and cohesive staffs. Finally, there was trust up and down the chain of command. Today's units can strive for emulation of these conditions that can lead to simple and concise operation plans and orders.

B.1 Plans

A *plan* is a proposal for executing a command decision or project. It represents the command's preparation for future or anticipated operations. Because plans concern future operations and help the staff make assumptions about the nature of the situation at the time of execution, they cannot remain static. As the commander and staff change or adjust their estimates to reflect the current analysis of the situation, they must also change the plans.

The *operation plan* (OPLAN) is a plan a command uses to conduct military operations. Commanders may initiate preparation of possible operations by first issuing an OPLAN. The OPLAN:

- States critical assumptions that form the basis of the plan (in paragraph 1d of the OPLAN). Assumptions must be revalidated prior to execution of the plan
- Becomes an OPORD when the conditions of execution occur and an execution time is determined

A *service support plan* (SSPLAN) provides information and instructions covering an operation's service support. Estimates of the command's operational requirements are the bases for the service support plan. The SSPLAN becomes the service support order when the conditions of execution occur.

Other plans are:
- The *supporting plan*, which complements another plan
- The *contingency plan,* which provides for accomplishing different, anticipated major events before, during, and after an operation
- The **concept plan (CONPLAN)**, which the corps uses when augmented to become a joint task force. It is an abbreviated plan, or outline, for an operation that requires considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN states important features or principles of a course of action before detailed planning begins. It provides information to higher headquarters and seeks approval and allocation of resources

B.2 Orders

An *order* is a written or an oral communication directing actions. Orders are based on plans or the receipt of a new mission. There are two general categories of orders—administrative and combat.

Administrative orders cover normal administrative operations in garrison or in the field. They include general, specific, and memorandum orders; courts-martial orders; and bulletins, circulars, and other memoranda.

Combat orders pertain to strategic, operational, or tactical operations and their service support. Combat orders include *operation orders, service support orders, movement orders, warning orders, and fragmentary orders.* This appendix is limited to combat orders.

Operation orders (OPORDs) are directives commanders issue to subordinate commanders to coordinate the execution of an operation. They always specify an execution time and date.

The *service support order* (SSORD) provides the plan for service support of operations, including administrative movements. It provides information to supported elements and serves as a basis for the orders of supporting commanders to their units. SSORDs may be issued either with an OPORD, or separately when the commander expects the CSS situation to apply to more than one operation plan or order. At division and corps levels of command, the SSORD may replace an OPORD's service support annex. If that happens, the staff refers to the existence of the SSORD in paragraph 4 of the OPORD. Staffs at brigade and lower levels of command may cover all necessary information in paragraph 4 of the OPORD without annexes or a separate SSORD. The SSORD follows the same format as the OPORD. It is usually in writing and may include overlays, traces, and other annexes.

The G4 (S4) has primary coordinating responsibility for preparing, publishing, and distributing the SSORD. Other staff officers, both coordinating and special, provide those parts of the order concerning their responsibilities. Their input may be a single sentence or a complete annex.

The *movement order* is a stand-alone order that facilitates an uncommitted unit. The movements are typically administrative, and troops and vehicles are arranged to expedite their movement and to conserve time and energy when no enemy interference (except by air) is anticipated. Normally, these movements occur in the communications zone. The G4 (S4) has primary coordinating staff responsibility for planning and coordinating movements. However, he receives assistance from other coordinating and special staff officers (such as the G3 (S3), PM, MP, transportation officers, and movement-control personnel). The G4 (S4) is also responsible for preparing, publishing, and distributing the movement order. However, when conducting ground movement in rear areas of the combat zone where enemy interference is expected, the movement order may become a highway regulation annex (in NATO, this is referred to as the *movement* annex) to an OPORD or SSORD. The G3 (S3) plans and coordinates these tactical movements.

The *warning order* (WARNO) is a preliminary notice of an order or action that is to follow. Warning orders help subordinate units and their staffs prepare for new missions. Warning orders maximize subordinates' planning time, provide essential details of the impending operation, and detail major time-line events that accompany mission execution. The amount of detail a warning order includes depends on the information and time available when the order is issued and the information subordinate commanders need for proper planning and preparation. The words WARNING ORDER precede the message text. With the commander's (or Cof S's (XO's)) approval, a

coordinating or special staff officer may issue a warning order. The warning order clearly informs the recipient of what tasks he must do now as well as informs him of possible future tasks. However, a WARNO does not authorize execution other than planning unless specifically stated. The WARNO follows the five-paragraph field order format and may include the following information:

- Required maps (if changed from the current OPORD)
- The enemy situation and significant intelligence events
- The higher headquarters' mission
- Mission or tasks of the issuing headquarters
- The commander's intent statement (when available)
- Orders for preliminary action, including reconnaissance and surveillance
- Coordinating instructions (estimated time lines, orders group meeting, time to issue order)
- Service support instructions, any special equipment necessary, regrouping of transport, or preliminary movement of units

Every warning order involving movement should state a time before which there is no movement. This means that a further order must be issued before that time giving actual movement time tables, or extending the period before which there will be no movement.

The *fragmentary order* (FRAGO) provides timely changes of existing orders to subordinate and supporting commanders while providing notification to higher and adjacent commands. Commanders may authorize members of their staff to change existing orders by issuing FRAGOs in their name. A FRAGO is either oral or written and addresses only those parts of the original OPORD that have changed. The sequence of the OPORD is used and *all five-paragraph headings must be used.* After each heading, state either "No Change" or the new information. This ensures that recipients know they have received the entire FRAGO (especially if the FRAGO is sent over the radio).

The FRAGO differs from an OPORD only in the degree of detail provided. It refers to previous orders and provides brief and specific instructions. The higher headquarters issues a new OPORD when there is a complete change of the tactical situation or when many changes make the current order ineffective.

CHARACTERISTICS OF OPLANS AND OPORDS
Characteristics of good OPLANs or OPORDs include:

- **Addressing of critical facts and assumptions:** The commander and staff evaluate all facts and assumptions. They retain for future reassessment only those facts and assumptions that directly affect an operation's success or failure. OPORDs do not state assumptions.
- **Authoritative expression:** The plan or order reflects the commander's intention and will. Therefore, its language must be direct. It must unmistakably state what the commander wants subordinate commands to do.
- **Positive expression:** State plans and orders affirmatively. "The trains will remain in the assembly area" instead of "The trains will not accompany the unit."
- **Avoiding of unqualified directives:** Do not use meaningless expressions like *as soon as possible*. Indecisive, vague, and ambiguous language leads to uncertainty and lack of confidence. For example, do not use "try to retain"; instead say "retain until." Avoid using phrases like "violently attacks" or "delays while maintaining enemy contact." Use "attacks" or "delays." STARFLEET Marine doctrine already requires attacking violently and maintaining enemy contact during delays.
- **Balance:** Provide a balance between centralization and decentralization. The commander determines the appropriate balance for a given operation by using METT-T. During the chaos of battle, it is essential to decentralize decision authority to the lowest practical level. Over-centralization slows action and contributes to loss of initiative. However, decentralization can cause loss of precision. The commander must constantly balance competing risks while recognizing that loss of precision is usually preferable to inaction.
- **Simplicity:** Reduce all essential elements to their simplest form, eliminating elements not essential to mission success. Simplicity reduces possibilities for misunderstanding.
- **Brevity:** Be concise, clear and to the point, and include only necessary details using short words, sentences, and paragraphs. *Orders and plans, and their annexes, appendixes, tabs, and enclosures, do not include matters covered in SOPs.* However, where appropriate, they should refer to the SOP.
- **Clarity:** Eliminate every opportunity for misunderstanding the commander's exact, intended meaning. Everyone using the plan or order must readily understand it. Do not use jargon,

although acronyms may be used when they do not reduce clarity. Keep the plan or order simple, using doctrinal terms and graphics.

- **Completeness:** Portray the commander's will and provide the necessary information required for execution. Provide control measures that are complete and understandable, and that maximize the subordinate commander's initiative. Provide adequate control means (headquarters and communications), clearly establish command and support relationships, and fix responsibilities to carry out the plan according to the commander's intent.
- **Coordination:** Provide for direct contact among subordinates; fit together all combat power elements for synchronized, decisive action; impose only necessary and doctrinally correct control measures; and help identify and provide for mutual support requirements while minimizing the force's exposure to fratricide.
- **Flexibility:** Leave room for adjustments that unexpected operating conditions might cause. The best plan provides for the most flexibility.
- Clear, concise mission and intent statements and essential tasks to subordinates.
- **Centralized planning:** The commander's mission, intent, and concept of operations underlie all plans and orders. Subordinate and supporting commanders develop plans and orders that support their commander's plan or order. The commander's control over subordinate commanders enhances synchronization and minimizes exposure to fratricide.
- **Decentralized execution:** The commander delegates authority to subordinate and supporting commanders to execute the plan by telling them what he wants done, not how to do it. He expects subordinates to seize and retain the initiative by aggressively and creatively executing his plan. In turn, subordinate and supporting commanders ensure their plans and orders provide for decentralized execution at the next lower echelon, allowing their subordinates to seize opportunities while the higher commander reviews courses of action to exploit success.
- **Use of existing resources for decisive action:** Use all resources organic to the organization and available from higher headquarters. Provide subordinates with sufficient resources to accomplish their missions. Provide for adequate resources (personnel, material, C2, liaison, and so on) for the expected duration of the contemplated operation.
- **Timeliness:** Send plans and orders to subordinates in time to allow them to adequately plan and prepare their own actions. When time is short, accept less than optimum products in the interest of timeliness. General George S. Patton, Jr., said, "A good plan violently executed now is better than a perfect plan next week."

B.3 Techniques For Issuing Orders

There are several techniques for issuing orders. They can be oral, written, or electronically produced, using matrixes or overlays. Five-paragraph *written orders* are the standard format for issuing combat orders. Orders may be generated and disseminated via *electronic* means to reduce the amount of time necessary to gather and brief the orders group. When available preparation time or resources are constrained, the commander may use the *matrix* method of issuing an order.

The *overlay order* combines the five-paragraph order with the operation overlay. The commander may issue the overlay order when planning preparation time is severely constrained and he must get the order to subordinate commanders by the most expeditious means. He may issue the overlay order by any suitable graphic method. The overlay order may consist of more than one overlay. A separate overlay or written annex can contain the service support coordination and organizations.

Oral orders are used when operating in an extremely time-constrained environment. They offer the advantage of orders being passed quickly to subordinates but at the risk of critical information being overlooked or misunderstood in the haste of circumstances. Oral orders are most often used for FRAGOs.

Plans and orders generally include both text and graphics. Graphics convey information and instructions through military symbols. They complement the written portion of a plan or an order and promote clarity, accuracy, and brevity. The STARFLEET Marines prefer depicting information and instructions graphically when possible. However, the mission statement and the commander's intent must be in writing.

An overlay graphically portrays the location, size, and activity (past, current or planned) of depicted units more consistently and accurately than can text alone. An overlay enhances a viewer's ability to analyze the relationships of units and terrain. A trained viewer can attain a vision of a situation, as well as insight into the identification of implied tasks, relationships, and coordination requirements, that the written plan or order may not list or readily explain. Overlay graphics may be used on stand-alone overlays or overprinted

maps in annexes, appendixes, tabs, and enclosures. The issuing headquarters is responsible for the location accuracy of coordinating points, boundaries, and other control measures, transposing graphics to and from the map scale used by subordinate headquarters.

B.4 Administrative Instructions For Preparing Plans And Orders

The following information pertains to all plans and orders. Unless otherwise stated, the term order is used to mean both plans and orders during the discussion. **Figures B-2 and B-3 show *annotated formats for orders* having prescribed formats. Figure B-9 is a sequential list of annexes and appendixes. Figure B-10 shows a *common annotated annex format*. The remaining figures show *annotated formats for annexes, appendixes, and tabs* having prescribed formats.**

B.4.1 General Information

Show all paragraph headings on written orders. There is no need to place an entry under each heading, except for, Mission, paragraph 2, and Commander's Intent, paragraph 3. A paragraph heading with no text will state: "None," "See Annex ___," or "See Overlay." Conventions such as the bold font and changes in the font size appearing in the headings of annotated formats are solely for emphasis within this manual. They are not intended to be followed in actual plans or orders.

B.4.2. Abbreviations

Use abbreviations to save time and space if they will not cause confusion. Do not sacrifice clarity for brevity. Keep abbreviations consistent throughout any order and its annexes. Avoid using abbreviations in any joint or combined communications, except those contained in intergalactic agreements.

B.4.3 Place and Direction Designations

Describe locations or points on the ground by:
- Referring to military grid reference system coordinates
- Referring to longitude and latitude (if the maps available do not have the military grid reference system (MGRS))
- Giving the distance and direction from a simple reference point (for example, crossroads 1,000 meters southwest of church tower of NAPEIRVILLELB6448)

Designate directions in one of three ways:
- By using two locations or places (for example, direction ECKENTAL PV6690—PEGNITZ PA6851)
- As a point of the compass (for example, north or northeast)
- As a magnetic, grid, or true bearing, stating the unit of measure (for example, a magnetic bearing of 85 degrees)

When a place or feature on a map is mentioned for the first time in an order, print the name in capital letters exactly as spelled on the map and show its grid coordinates in parenthesis after it. When a control measure such as a contact point or supply point is used for the first time in an order, print the name or designation of the point followed by its grid coordinates in parenthesis. Use four-, six-, or eight-digit MGRS coordinates (as necessary to precisely locate the place, feature, or point) preceded by the 100-kilometer square designation (for example, LB6448). Thereafter, use names, planning names, or codes and repeat the coordinates only for clarity.

Describe areas by naming the northernmost (12 o'clock) point first and the remaining points in clockwise order. Describe positions from left to right and from front to rear, facing the enemy. To avoid confusion, use compass points to describe flanks, rather than right or left of the friendly force. Always add compass points for clarity when describing a route if the possibility of confusion exists (for example, "The route is northwest along the road LAPRAIRIE-DELSON"). If a particular route already has a planning name (such as MSR LAME DOG), refer to the route using only that designator.

Designate trails, roads, and railroads by the names of the places near their locations. If you do not use place names, use grid coordinates. Precede place names with trail, road, or railroad (for example, road GRANT—CODY. To be consistent with planned movement, designate the route by naming a sequence of grid coordinates along the direction of movement. When there is no movement, name the sequence of points from left to right or front to rear, facing the enemy.

Describe river banks using the cardinal points of the compass or as either near or far in crossing operations. Describe boundaries and phase lines by easily distinguishable terrain features (from the ground or air or on a map).

When designating boundaries between units, state specifically which unit has responsibility and authority for the place, feature, or location to which the description refers. State each location along a boundary as either inclusive or exclusive to a unit (for example, 1BDE, exclusive crossroad LB621352). List boundaries and phase lines in the order from left to right or front to rear, facing the enemy.

B.4.4 Naming Conventions
Planners must decide on a method to name control measures, routes, assembly areas, and so on. Unit SOPs normally designate naming conventions. For the sake of *clarity* avoid using multiword names, such as Junction City. Simple names are better than complex ones. To ensure *operations security,* avoid assigning names that could reveal unit identities, such as the commander's name or the unit's home station. Do not name sequential phase lines and objectives in alphabetical order. For *memory aids*, use sets of names designated by the type of control measure or subordinate unit. For example, the division might use colors for objective names and minerals for phase line names.

B.4.5 Classification Markings and Procedures
Place classification markings at the top and bottom of each page. All paragraphs must have the appropriate classification marking immediately following the numbered designation of the paragraph (preceding the first word if the paragraph is not numbered).

Mark unclassified instructional or training material representing orders " for Training, Otherwise Unclassified," with the exercise classification level in the blank. If the entire plan or order is unclassified, no classification markings are required.

When the issuing headquarters sends classified plans or annexes separately, it assigns copy numbers to each and keeps a record of the specific copy or copies sent to each addressee (to facilitate security control).

B.4.6 Annotating Unnamed Dates and Times
In OPLANs or OPORDs, use one of six letters to designate unnamed dates:
- **C-day:** The day when a deployment operation begins. The deployment may be of troops, cargo, and/or weapons systems, using any type of transport.
- **D-day:** The day when an operation begins.
- **E-day:** The day when a NATO exercise begins.
- **K-day:** The day when a convoy system on a particular convoy lane begins.
- **M-day:** The day when full mobilization begins.
- **S-day:** The day (if it is not M-day) when the first mobilization manpower action occurs.

The specific hour on D-day at which a particular operation will begin is H-hour. The highest headquarters planning an operation specifies the exact meaning of D-day and H-hour. If a single plan mentions more than one such event, key the secondary event to the primary event by adding or subtracting days. Refer to days preceding or following D-day by using a plus or minus sign and an Arabic number following the letter (for example, D-3 is three days before D-day; D+7 is seven days after D-day). When using a time element other than days, spell it out (for example, D+3 months). Refer to hours preceding or following H-hour by a plus or minus sign and an Arabic number following the letter (for example, H-3 is three hours before H-hour; H+7 is seven hours after H-hour). When using a time element other than hours, spell it out (for example, H+30 minutes). Retain the letter designation used in the original order in translations of OPORDs. Use J only when translating documents to and from Vulcan. Use only A, B, N, S, W, and X if other letters are needed; all other letters have intergalactic meanings.

Where it is necessary to identify a particular operation or exercise, place a nickname, or code words if applicable, before the letter; for example, BALD EAGLE (E-day) or ANVIL EXPRESS (M-day).

B.4.7 Identification of Succeeding Pages of the Plan or Order
On pages following the first page, use a short title identification heading. Include the number (or letter) designation and headquarters (for example, OPLAN 7—23d Armd Div or ANX B (INTEL) to OPLAN 15—23d Armd Div).

B.4.8 Page Numbering

Number pages consecutively beginning on the first page; number second and succeeding pages with Arabic numbers. Use letters and Roman numerals alternately to further identify annexes, appendixes, tabs, enclosures, and additions, in order. Use dashes to separate the alphabetical and Roman numeral groups that precede the Arabic page numbers of annexes, appendixes, and so forth. For example, the designation of the third page of enclosure 7 to tab B to appendix 2 to annex A is A-II-B-VII-3.

B.4.9 Annexes, Appendixes, Tabs, Enclosures

Annexes provide details not readily incorporated into the basic order and help keep the order's basic text short. They should increase the clarity and usefulness of the basic order by providing combat support, combat service support, and administrative details and instructions that amplify the basic order. They are a component to an order but not required if deemed unnecessary; each annex relates to a specific aspect of the operation. The number and type of annexes depend on the commander, level of command, and needs of the particular operation. Make every effort to minimize their number. They are referenced in the body of the order and listed under the heading "annexes" at the end of the order. This sequence is required for all OPORDs and OPLANs. Units that do not require a particular annex indicate this by stating "Annex __ omitted." Additional annexes needed for local command requirements will use the next letter, W, continuing through X, Y, Z, AA, AB, AC, and so forth, as needed.

When an annex that is integral to the basic order has the same distribution as the order, identify it by its title and headquarters (for example, Annex B (Intelligence) to Operation Order 10—52d Mech Div). If an annex has wider distribution than the basic order, or when issuing an annex separately, give it a heading and title and include all final entries (acknowledgment instructions, the commander's signature, and so on).

Appendixes contain information necessary to expand an annex, *tabs* expand appendixes, and *enclosures* expand tabs. An annex, an appendix, a tab, or an enclosure may be a written text, a matrix, a trace, an overlay, an overprinted map, a sketch, a plan, a graph, or a table. Where appropriate, use the five-paragraph field order format for these documents. The staff officer with responsibility for the activity or service covered in the annex, appendix, tab, or enclosure prepares the document. Annexes, appendixes, tabs, and enclosures are designated sequentially within their parent document, either alphabetically or numerically. They include a title in parenthesis and always reference the parent document to which they belong. *Annexes* are designated by capital letters (Annex H (Signal) to Operation Order 6—52 Mech Div), *appendixes* with Arabic numbers (Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div), *tabs* with capital letters (Tab A (Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div), and *enclosures* with Arabic numbers (Enclosure 1 (Route Map) to Tab A(Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div).

Identify additions necessary for expanding enclosures by repeating the procedures for tabs and enclosures. Use double letters (AA) or hyphenated double numbers (1-1) (for example, Enclosure 1-1 (***) to Tab AA (***) to Enclosure 1 (Route Map) to Tab A (Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div).

Refer to annexes, appendixes, tabs, and enclosures in the body of the parent document by letter or number and title. Also list them at the bottom of the parent document under the appropriate heading.

B.5 Standing Operating Procedures

Standing operating procedures (SOP) detail how forces will execute unit-specific techniques and procedures that commanders standardize to enhance effectiveness and flexibility. Commanders use SOP to standardize routine or recurring actions not needing their personal involvement. They develop SOP from doctrinal sources, applicable portions of the higher headquarters' published procedures, the commander's guidance, and techniques and procedures developed through experience. The SOP must be as complete as possible so that new arrivals or newly attached units can quickly become familiar with the unit's normal routine. In general, SOP apply until commanders change them to meet altered conditions or practices. The benefits of SOP include:

- Simplified, brief combat orders
- Enhanced understanding and teamwork among commanders, staffs, and troops
- Established synchronized staff drills

• Established abbreviated or accelerated decision making techniques

The operations officer is responsible for preparing, coordinating, authenticating, publishing, and distributing the command's tactical and administrative SOP, with input from other staff sections.

B.6 Matrixes And Templates

A number of staff tools exist to support the commander and his staff in the decision-making process and the development of the order. Tools include the decision support template (DST), synchronization matrix, and execution matrix. However, matrixes and templates are only tools; they are not orders.

The *decision support template* is created by the commander and staff during the decision-making process. A
DST graphically represents the projected situation, identifying where a decision must be made to initiate a specific activity or event. It does not dictate decisions; it indicates when and where the need for a decision is most likely to occur.

The staff uses the operations map as the base. Before the war gaming, the staff graphically portrays enemy COAs on the situation templates. After the war game, the staff combines projected enemy and friendly situations (developed during war gaming) with options (such as branch plans) that the commander might employ onto a DST. The DST is also keyed to the synchronization matrix (developed during war gaming). It graphically integrates:

• Time-phased lines (TPLs) and enemy events, activities, and targets
• Friendly events, activities, scheme of maneuver, and control measures from the synchronization matrix and operation overlay
• Commander's critical information requirements (CCIR)
• Time estimates (calculations of the times required to implement decisions)

The DST supports decisions that are closely linked to other events. These decisions can involve specific targets or other actions that support the commander's concept of operations. Based on the action, reaction, counteraction drill used during war gaming, a DST lists options that should help the unit accomplish the mission. For example, a DST can provide the options for friendly maneuver and fires to counteract enemy reactions to the friendly unit's actions. Additionally, it can support CS and CSS-related decisions. Examples include the following:

• When the enemy arrives at a certain point, the commander may decide to shift unit positions and displace the division support area
• When a friendly unit reaches a certain point on the battlefield, the commander may decide to move supporting artillery

A DST equates time to specific points, areas, or lines in the area of operations. Time is expressed in minutes, hours, or days in relationship to the start of the mission or as a sequence of critical events or activities. The time to accomplish certain actions for both friendly and enemy units is estimated based on set planning factors. A DST uses NAIs and TPLs to depict specific information requirements. Decision points (DPs) integrate NAIs and CCIR by placing a DP on the projected enemy location where the commander expects to review planned options and make a decision. The TAIs depict engagement points or areas where interdiction of an enemy force will reduce or eliminate particular enemy capabilities or cause him to abandon, modify, or adopt another course of action. The NAI is a point or area where enemy activity (or inactivity) confirms or denies a particular enemy course of action. It can be a specific point on the ground, a portion of a route, or a larger area. When possible, NAIs are placed in numbered sequences along an avenue of approach or a mobility corridor. This technique helps calculate movement times between NAIs and limits confusion about the avenue or corridor involved.

Time-phased lines help track enemy movements. They provide a graphic means of comparing the enemy's rate of movement along different avenues of approach and mobility corridors. Time-phased lines can be computed for all types of enemy movement and operations— air assault, deliberate attack, dismounted infiltration, and so forth. Both friendly and enemy movement rates should be adjusted to compensate for the effects of weather, terrain, and obstacles. During actual operations, the G2 (S2) adjusts TPLs to conform to the enemy's actual rates of movement.

Decision points must be supported by NAIs (where an asset can detect the enemy). The commander can decide to execute a planned decision based on enemy actions at a DP. If the commander does not make a decision before the enemy force passes the DP, that option is negated. Factors affecting DP placement include the time required:

- For the G2 (S2) to receive the information from the intelligence collection or reconnaissance and surveillance asset
- To process or analyze the information
- To advise the commander of the activity
- To disseminate orders or instructions to the proper maneuver, FS, CS, or CSS unit or asset
- For the unit or asset to execute the orders or instructions

A TAI is an area or a point along a mobility corridor or an engagement area where the commander wants to mass combat power through maneuver, fires, obstacles, and or EW. The G3 (S3) develops TAIs based on the commander's intent and in coordination with the G2 (S2), FSCOORD or FSO, and the electronic warfare officer.

DPs often trigger maneuver, fires, or EW on a TAI. For some TAIs, the commander specifies one definite attack option, thus one DP. However, several DPs, called a DP cluster, can be designated to address several options for one TAI. Regardless of location, DPs and TAIs must be under surveillance.

The **synchronization matrix** provides a highly visible, clear method for ensuring that planners address all operating systems when they are developing courses of action and recording the results of war gaming. The matrix clearly shows the relationships between activities, units, support functions, and key events. The synchronization matrix supports the staff in adjusting activities based on the commander's guidance and intent and the enemy's most likely course of action. The synchronization matrix is not a formal part of plans and orders. It serves as a planning tool, an internal staff product, which normally is not distributed formally to subordinate and higher headquarters.

When used together, the synchronization matrix and the DST form a powerful graphic C2 tool. Once a decision is made on the COA, the staff can use the DST and synchronization matrix to assist in writing the OPLAN or OPORD. Because missions and decisions are laid out in a logical and orderly fashion, this is also a good way to ensure nothing is left out of the OPLAN or OPORD.

The staff can write an annex to the OPLAN or OPORD as an **execution matrix.** An execution matrix depicts when and where specific supporting actions must occur.

Figure B-1 - Annotated OPLAN or OPORD format

_____
(Classification)
Place the classification at the top and bottom of every page of the OPLAN or OPORD.

(Change from oral orders, if any)
This statement is applicable only if an oral order is issued by the commander. The phrases "No change from oral orders." or "No change from oral orders except paragraph _." are necessary.

Copy __ of __ copies
Issuing headquarters
Place of issue (coordinates)
Date-time group of signature

Show the place of issue (location of issuing headquarters) on each copy. Show the name of the town or place in capital letters, coordinates in parentheses, and the country in capital letters. You may encode both.

The effective time for implementing the plan or order is the same as the date-time group (DTG) unless coordinating instructions state otherwise. Use time zone ZULU (Z) unless the order states otherwise. When orders apply to units in different time zones, use ZULU time zone. In operation and service support plans and orders, list the time zone applicable to the operation in the heading of the order following the references.

When an order or plan does not specify the actual date and hour for beginning an operation, apply the proper reference designations.

Message reference number

Message reference numbers are internal control numbers that the unit signal officer issues and assigns to all plans and orders. The unit's SOP normally describes the number's allocation and use. Using the number allows an addressee to acknowledge receiving the message in the clear.

OPERATION PLAN (ORDER) _____ (code name)
(number)

Plans and orders normally contain a code name and are numbered consecutively within a calendar year.

References: The heading of the plan or order includes a list of maps, charts, datum, or other related documents the unit will need to understand the plan or order. The user does not need to reference the SOP, but may refer to it in the body of the plan or order. The user references a map using the map series number (and country or geographic area, if required), sheet number and name, edition, and scale, if required. Datum is the mathematical model of the earth used to calculate the coordinate on any map. Different nations use different datums for printing coordinates on their maps. The datumis usually referenced in the marginal information of each map.

Time Zone Used Throughout the Plan (Order): The time zone used throughout the order (including annexes and appendixes) is the time zone applicable to the operation. Operations across several time zones use ZULU time.

Task Organization: Describe the allocation of forces to support the commander's concept. Task organization may be shown in one of two places: preceding paragraph one, or in an annex, if the task organization is long and complicated.

OPLAN or OPORD _____ - _____
(Number) (issuing headquarters)
(Place this information at the top of the second and any subsequent pages of the OPLAN or OPORD.)

1. SITUATION
a. Enemy forces. Express this information in terms of two enemy echelons below yours (for instance, corps address brigades; battalions address platoons). Describe the enemy's most likely and most dangerous course of action. When possible, provide a sketch of the enemy course of action in lieu of verbiage (Appendix __ (sketch) to Annex B (Intelligence)). Include an assessment of terrorist activities directed against US government interests in the area of operations. Refer to Annex B (Intelligence) or the current intelligence estimate or intelligence summary (INTSUM). If you need to reference more sources, use the final subparagraph to refer the reader to the documentation.

b. Friendly forces. Include the mission, the commander's intent, and concept of operations for headquarters one and two levels up. Subparagraphs state the missions of flank units and other units whose actions would have a significant bearing on the issuing headquarters.

c. Attachments and detachments. Do not repeat information already listed under Task Organization or in Annex A (Task Organization). Try to put all information in the Task Organization or in Annex A and state, "See Task Organization." or "See Annex A." However, when not in the Task Organization, list units that are attached or detached to the headquarters that issues the order. State when attachment or detachment is to be effective if different from when the OPORD or OPLAN is effective (such as on order, on commitment of the reserve); use the term "remains attached" when units will be or have been attached for some time.

d. Assumptions (OPLAN only). List all assumptions.

2. MISSION. State the mission derived during the planning process. There are no subparagraphs in a mission statement. The mission statement will cover on-order missions. (**NOTE:** See Chapter 5 for discussion of mission statement.)

3. EXECUTION
Intent: State the commander's intent derived during the planning process. (**NOTE:** See Chapter 5 for detailed discussion on the commander's intent.)

a. Concept of operations. The concept of operations may be a single paragraph, may be divided into two or more subparagraphs or, if unusually lengthy, may be prepared as a separate annex. The concept of operations should be based on the COA statement from the decision-making process and, at a minimum, will address close, deep, rear, security, and reserve operations as well as describe the type or form of operation and designate the main effort. The commander uses this subparagraph when he feels he must supply sufficient detail to ensure appropriate action by subordinates in the absence of additional communications or further instructions. The concept statement should be concise and understandable. The concept describes—
• The employment of major maneuver elements in a scheme of maneuver.
• A plan of fire support or "scheme of fires" supporting the maneuver with fires.
• The integration of other major elements or systems within the operation. These include reconnaissance and security elements, intelligence assets, engineer assets, and air defense.
• Any other aspects of the operation the commander considers appropriate to clarify the concept and to ensure unity of effort. If the integration and coordination are too lengthy for this paragraph, that integration and coordination are addressed in the appropriate annexes.
• Any be-prepared missions.

When an operation involves two or more clearly distinct and separate phases, the concept of operations may be prepared in subparagraphs describing each phase. Designate phases as "Phase" followed by the appropriate Roman numeral, for example, Phase I.

If the operation overlay is the only annex referenced, show it after "a. Concept of operations." Place the commander's intent and concept of operations statement on the overlay if the overlay does not accompany the OPORD or OPLAN.

NOTE: Depending on what the commander considers appropriate, the level of command, and the complexity of any given operation, the following subparagraphs are *examples* of what may be required within the concept of operations.

(1) Maneuver. State the scheme of maneuver derived during the planning process. Be sure this paragraph is consistent with the operation overlay. It must address the close, deep, and rear battles as well as security and reserve operations. This paragraph and the operation overlay should be complementary adding to the clarity of, rather than duplicating, each other. Do not duplicate information to be incorporated into unit subparagraphs or coordinating instructions.

(2) Fires. Clarify scheme of fires to support the overall concept. This paragraph should state which maneuver unit is the main effort and has priority of fires, to include stating purpose of, priorities for, allocation of, and restrictions for fire support. Refer to Annex D (Fire Support) if required. If the fire support annex is the only one referenced, show it after "(2) Fire Support." Refer to appropriate annexes as required. When referencing other annexes, identify them within the subparagraph where appropriate.

(3) Reconnaissance and Surveillance. This paragraph should specify the reconnaissance and surveillance plan and how it ties in with the basic concept of operations. It should address how these assets are operating in relation to the rest of the force. Refer to Annex L (Reconnaissance and Surveillance) if required**.**

(4) Intelligence. State the intelligence system concept supporting the scheme of maneuver. Describe the priority of effort among situation development, targeting, and battle damage assessment (BDA). Describe the priority of support to maneuver units and the priority of counterintelligence (CI) effort. Refer to Annex B (Intelligence) if required.

(5) Engineer. Clarify the scheme of engineer support to the maneuver plan paying particular attention to the integration of engineer assets, and obstacles. Indicate priority of effort and provide priority of mobility and survivability aspects as appropriate. Delegate or withhold authority to emplace obstacles. Refer to Annex F (Engineer) and other appropriate annexes as required.

(6) Air Defense. State overall concept of air defense in support of the scheme of maneuver, if necessary. Include considerations of potential Marine or STARFLEET counterair support as well as the actual contribution of dedicated AD units. Establish priority of air defense for GS units and provide AD weapons status and warning status. Refer to Annex G (Air Defense) and other appropriate annexes as required.

(7) Information Operations. State overall concept of information operations in support of the scheme of maneuver; establish priority of support and refer to appropriate annexes as required.

NOTE: Units required to accomplish specific tasks for Information Operations, and Reconnaissance and
Surveillance ((3) above) are specified in the appropriate subparagraphs of 3a, b, c, or paragraph 4.

b. Tasks to maneuver units. Clearly state the missions or tasks for each maneuver unit that reports directly to the headquarters issuing the order. List units in the same sequence as in the task organization, including reserves; use a separate subparagraph for each maneuver unit. Only state tasks that are necessary for comprehension, clarity, and emphasis. Place tactical tasks that affect two or more units in subparagraph 3d.

c. Tasks to combat support units. Use these subparagraphs only as necessary. List CS units in subparagraphs in the same order as they appear in the task organization; use CS subparagraphs to list only those specific tasks that CS units must accomplish and that are not specified or implied elsewhere. Include organization for combat, if not clear from task organization.

(1) Intelligence. Annex B (Intelligence). Address the function or support roles of organic or attached combat C2W or MI units, if not clear in the task organization. Designate any special use of unmanned aerial vehicles (UAVs). Designate the placement of remote video terminals.

(2) Engineer. Annex F (Engineer). List organization for combat, if not in the task organization; assign

priorities of effort and support. Address functions or support roles of organic or attached engineer units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

(a) Engineer units, priorities of work.

(b) Environmental considerations.

(3) Fire Support. Annex D (Fire Support). A fire support annex is usually published at division and corps levels. At brigade and lower, include fire support information here rather than in an annex.

(a) Air support. State allocation of CAS sorties, AI sorties (corps), and nominations (division). Show tactical air reconnaissance sorties here or in the intelligence annex. Include nuclear weapons target nominations (corps and echelons above corps (EAC) only).

(b) Field artillery support. Cover priorities such as counterfires or interdiction; state organization for combat, to include command and support relationships only if they are not clear in task organization. Ensure that allocation of fires supports the commander's concept. At brigade and lower, most of the fire support information is contained in a matrix format in the fire support annex.

(c) Naval gunfire support.

(d) Fire support coordinating measures.

(4) Air Defense. Annex G (Air Defense). Address the following for organic and attached AD units if not addressed in unit SOPs:

(a) Organization for combat.

(b) Missions.

(c) Priorities for protection.

(5) Signal. Annex H (Signal). List organization for combat, if not in the task organization; assign priorities of effort and support. Address functions or support roles of organic or attached signal units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

(6) NBC. Annex J (NBC). List organization for combat, if not in the task organization; assign priorities of effort and support. Address functions or support roles of organic or attached chemical and smoke units if it is not clear in task organization. Establish priorities of work if not addressed in unit SOPs.

(7) Provost Marshall. Annex K (PM). List organization for combat, if not in the task organization; assign priorities of effort and support. Address functions or support roles of organic or attached MP units if it is not clear in task organization. Establish priorities of support to EPW operations, circulation control plan, and rear area security if not addressed in unit SOPs.

(8) Psychological Operations (PSYOP). Refer to Annex R if used.

(9) Civil-Military Operations. Refer to Annex U if used.

d. Coordinating instructions. *List only instructions applicable to two or more units and **not routinely covered in unit SOPs***. This is always the last subparagraph in paragraph 3. Complex instructions should be referred to in an annex. Subparagraphs d(1)-d(5) below are mandatory.

(1) Time or condition when a plan or an order becomes effective.

(2) Commander's critical information requirements (CCIR). List once only here. Do not list in Annex B (Intelligence).
(a) Priority intelligence requirements (PIR).
(b) Essential elements of friendly information (EEFI).
(c) Friendly force information requirements (FFIR).

(3) Risk reduction control measures. These are measures unique to this operation and not included in unit SOPs and can include mission-oriented protective posture, operational exposure guidance, troop-safety criteria (corps only), vehicle recognition signals, and fratricide prevention measures.

(4) Rules of engagement (ROE). (NOTE: ROE can be addressed within its Annex**.)**

(5) Environmental considerations.

(6) Force protection.

(7) Any additional coordinating instructions.

4. SERVICE SUPPORT. Address service support in the areas shown below as needed to clarify the service support concept. Refer to annexes, if required. Subparagraphs can include:

a. Support concept. State the concept of logistics support to provide non-CSS commanders and their staffs a visualization of how the operation will be logistically supported. This could include—
• A brief synopsis of the support command mission.
• Support command headquarters or support area locations, including locations of the next higher logistic bases if not clearly conveyed in the CSS overlay.
• The next higher level's support priorities and where the unit fits into those priorities.
• The commander's priorities of support.
• Units in the next higher CSS organization supporting the unit.
• The use of host nation support.
• Significant or unusual CSS issues that might impact the overall operation.
• Any significant sustainment risks.
• Unique support requirements in the functional areas of manning, arming, fueling, fixing, moving, and sustaining the soldier and his systems.
• The support concept organized into a framework based on operational phasing, or presented as before, during, and after operations format.

b. Materiel and services.

c. Medical evacuation and hospitalization.

d. Personnel support.

5. COMMAND AND SIGNAL
a. Command. State the map coordinates for the CP locations and at least one future location for each command post. Identify the chain of command if not addressed in unit SOPs.

b. Signal. List signal instructions not specified in unit SOPs; identify the specific signal operating instructions (SOI) addition in effect, required reports and formats, and times the reports are submitted.

ACKNOWLEDGE: Include instructions for the acknowledgement of the plan or order by addressees. The word acknowledge may suffice or you may refer to the message reference number. Acknowledgement of a plan or order means that it has been received and understood.

NAME (Commander's last name)
RANK (Commander's rank)
The commander or authorized representative signs the original copy. If the representative signs the original, add the phrase "For the Commander." The signed copy is the historical copy and remains in headquarters files.
OFFICIAL:
(Authentication) Use only when applicable. If the commander signs the original, no further authentication is required. If the commander doesn't sign, authentication is required by the signature of the preparing staff officer and only the last name and rank of the commander appear in the signature block.

ANNEXES: List annexes by letter and title in the sequence shown in **Figure H-9**. If a particular annex is not used, place a "not used" beside that annex letter.

DISTRIBUTION: Furnish distribution copies either for action or for information. List in detail those who

are to receive the plan or order. If necessary, also refer to an annex containing the distribution list or to a standard distribution list or SOP. When referring to a standard distribution list, also show distribution to reinforcing, supporting, and adjacent units, since that list does not normally include these units. When distribution includes a unit from another nation or from a NATO command, cite the distribution list in full.

_____
(Classification)
Place the required classification at the top and bottom of every page of the OPLAN or OPORD.

Figure B-2 - Annotated service support plan (order) format

_____
(Classification)
Place the required classification at the top and bottom of every page of the SSPLAN or SSORD.

(Change from oral orders, if any)
This annotated order follows the same format as the OPORD/OPLAN. Only specific items that pertain to the
SSPLAN are discussed.
Copy of copies
Issuing headquarters
Place of issue
Date-time group of signature

Message reference number

SERVICE SUPPORT PLAN (ORDER) _____ (code name)
(Number)

Related operation plan (order) _____(when applicable).
(Number)

References:

Task Organization: List the number and coordinates of service support units here or in a trace or overlay. If you do not list units here, omit this heading.

1. SITUATION. State the general service support factors affecting support of the operation. Include any information essential to understanding the current situation as it influences combat service support. This comes from paragraph 1 of the related OPLAN or OPORD on the general overall situation.

a. Enemy forces. Refer to an OPORD or to the intelligence annex to an OPORD if it has been published or is to be published. List information about the composition, disposition, location, movements, estimated strengths, and identifications of enemy forces; list enemy capabilities that could influence the CSS mission.

b. Friendly forces. List pertinent information on own forces (other than those a referenced OPORD covers or that subsequent paragraphs of this order include) that might directly influence the CSS mission.

c. Attachments and detachments. See OPLAN/OPORD.

d. Assumptions (OPLAN only). Same as OPLAN/OPORD.

2. MISSION. State the CSS tasks and their purpose.

3. EXECUTION
NOTE: There is no commander's intent statement for a SSPLAN or SSORD.

Concept of support operations. Outline the general service support plan for CSS and any instructions that succeeding paragraphs do not suitably cover (for example, location of the division support area, location of coordinating agencies, general instructions for movement of bases).

4. SERVICE SUPPORT
a. Materiel and services.
    (1) Supply. This paragraph contains a subparagraph for each class of supply, maps, water, special supplies, excess materiel, salvage materiel, and captured enemy materiel. Each subparagraph contains the location of the installations that handle supplies and materiel for supported units, the time of opening or closing, operating units, supported units, levels of supply, methods and schedules of distribution, and other pertinent instructions or information supported units will need. Instructions

or information for two or more classes of supply may be listed under one paragraph. However, do not sacrifice clarity. For Class V, include the designation and location of the approving agency for ammunition requisitions and the controlled supply rate, as appropriate.

(2) Transportation. Include location of terminals and installations (rail stations, airfields, and ports); operating units; schedules (march tables, timetables, and rail movement tables); area responsibilities of the transportation movement officers and highway regulating teams; traffic control and regulation measures, such as regulations, restrictions, allocation priorities, and regulating and control points; and designation of the main supply routes. Modes covered in this subparagraph may include ocean, inland waterway, coastal, highway, air, and rail. This paragraph will include procedures to request transportation support.

(3) Services. Include information or instructions for support units that prescribe the type of service available, designation and location of the unit or installation providing the service, assignments to support units, and schedules for service, if applicable. Include specific missions for service units supporting operations. For example, include priority of effort of general engineering missions. Under each subparagraph, list pertinent service installations stating location, operating units, and assignments to supported units. In addition, assign any special missions that are not covered in other orders to service units in these subparagraphs.

    (a) Field services. Include food preparation, water purification, aerial delivery, showers, laundry, clothing repair, light textile repair, and mortuary affairs. For mortuary affairs, establish location of collection points, evacuation procedures, and handling of personal effects. Include procedures for emergency and temporary burials, mass burials, or contaminated remains.

    (b) Installation service. List real estate, repair and utilities, fire protection, sewage and trash disposal, hazardous materiel and waste disposal, and water supply services; establish base camps to house soldiers.

    (c) Other. Include any unique service support requirements for explosive ordnance disposal and contingency contracting.

(4) Labor. Include policies, with any restrictions, on using civilian and enemy prisoners of war and civilian internees or detainees in labor units; allocation and priorities of available labor; and designation and location of labor units available.

(5) Maintenance. Include priority of maintenance, location of facilities, collection points, maintenance time lines, and evacuation procedures.

b. Medical evacuation and hospitalization. Include information and instructions for supported units prescribing the plan for collection, triage, medical evacuation, and medical treatment of sick, injured, and wounded soldiers including enemy prisoners of war. List procedures to be used for chemical casualties.

(1) Evacuation. Include ambulance exchange points (AXPs) and establishment of ambulance shuttles, routes, means, and schedules of evacuation; evacuation and en route treatment policies for the use of nonmedical transportation assets; specific policies for evacuation by air or ground and evacuation of NBC-contaminated patients; information about MEDEVAC request procedures and channels; and evacuation or holding policies.

(2) Treatment. Include a list of all appropriate treatment facilities (for example, dispensaries, aid stations, clearing stations, hospitals) belonging to or supporting organizations; the location and operational time of supporting hospitals, medical regulating matters, and evacuation policy; and the establishment of patient decontamination facilities.

(3) Other services. Include pertinent information on any other combat health support matters (for example, dental, preventive medicine, health service logistics, combat stress control, veterinary). Include unit locations, support information, policies, requirements for nonmedical augmentation to accomplish patient decontamination, support requirements for providing nonmedical guards for enemy prisoners of war evacuated within CHS channels, and any other information, as appropriate.

c. Personnel.

(1) Personnel matters. Include all necessary information and instructions on personnel matters, including foreign civilian labor used in direct military support functions. List information under each of the following subparagraphs, when applicable.
• Installations. Location and time of opening or closing.
• Operating units. The units or areas served.
• Rotation criteria.
• Unit responsibility for movement or administration of personnel.
• Requisitions or plans concerning personnel activities.
• Necessary references to previous order, instructions, or SOP.

(2) Maintenance of unit strength.
    (a) Strength reports. Include instructions for submission of strength reports. Include requirements for routine reports and special reports following an attack using weapons of mass destruction, and after a natural disaster or serious incident.

    (b) Replacements. Include a statement establishing the validity of existing personnel requisitions, instructions for submission of requisitions, instructions for processing and moving replacements, the location of replacement units and the units each will support, and the type and location of unit replacements under control of the issuing headquarters.

(3) Casualty operations. Include instructions for recording, reporting, verifying, and processing casualty information.

(4) Personnel management.
    (a) Military personnel. Include information or instructions concerning classification, assignment, promotion, transfer, reclassification, reduction, elimination, retirement, separation, training, rotation, and personnel economies.

    (b) Civilian personnel. List sources of civilian labor; locations of civilian personnel offices or other labor administration centers and labor pools; procurement policies and procedures; restrictions on use of civilian labor; administrative and control procedures; pay schedules, allowances, and CSS to be provided; and responsibilities of subordinate commanders for administration. Provide specific pay scales and other conditions of employment in an annex.

    (c) Enemy prisoners of war and civilian internees or detainees. Include instructions concerning collecting, safeguarding, processing, evacuating, using, treating, and disciplining enemy prisoners of war and civilian internees or detainees and all other personnel arrested or captured but not immediately identifiable as enemy prisoners of war. Include the location of EPW and civilian internee or detainee facilities.

(5) Personnel service support (PSS). Include information or instructions concerning leaves; rest and recreation facilities, to include criteria and unit quotas; decorations and awards; postal and finance services; chaplain activities and religious coverage; field services; morale support activities; post exchange; and legal assistance.

(6) Discipline, law and order. Include information and instructions concerning troop conduct and appearance; the control and disposition of stragglers, locations of straggler-collecting points, and special instructions for straggler-control augmentation; instructions for administering military justice; and any information or instructions concerning relations between military and civilian personnel, such as fraternization, black marketing, selling of government property, and respect for local laws.

(7) Headquarters management. Include instructions concerning movement, internal arrangement, organization, operation of headquarters, and allocation of shelter in the headquarters area for troops and headquarters personnel.

(8) Miscellaneous. Include any personnel administrative matters not specifically assigned to another coordinating staff section or included in the preceding subparagraphs.

d. Foreign nation support and host nation support. This paragraph covers the concept for foreign government support and host planet support during the operation. It includes plans for both forecasted and unforecasted support.

e. Coordinating instructions. This is the same as in the OPLAN/OPORD.

    (1) Boundaries. Location of the rear boundary and any other boundary needed for CSS purposes.

    (2) Protection. Measures established for the protection of CSS units or installations. Specify which tactical units are to provide protection, which CSS units or installations will receive protection, and any conditioning factors to that protection. This paragraph provides information for CSS units; it is not an order to tactical units. Include pertinent instructions from the rear operations plan or reference to an annex or both.

    (3) Special reports. Include those reports requiring special emphasis that are required but are not included in previous paragraphs or reports.

    (4) Other CSS matters. Include information or instructions not included in any previous paragraph.

    (5) Execution. Include the time or the conditions under which the plan is to be placed in effect.

5. COMMAND AND SIGNAL
a. Command.

b. Signal. Refer to appropriate OPLAN/OPORD. When not included in the basic OPLAN/OPORD, include the headquarters location and movements, liaison arrangements, recognition and identification instructions, and general rules concerning the use of communications and other electronic equipment, if necessary. Use an annex when appropriate.

ACKNOWLEDGE:

NAME (Commander's last name)
RANK (Commander's rank)
Same as OPLAN/OPORD.

OFFICIAL: (Authentication) Same as OPLAN/OPORD.

ANNEXES: Same as OPLAN/OPORD.

DISTRIBUTION:

_____
(Classification)

Figure B-3 - Annotated movement plan (order) format

_____
(Classification)

(Change from oral orders, if any)

Copy of copies
Issuing headquarters
Place of issue
Date-time group of signature

Message reference number

MOVEMENT ORDER _____

References:

Task Organization:

1. SITUATION
a. Enemy forces.

b. Friendly forces.

c. Attachments and detachments.

2. MISSION

3. EXECUTION
a. Concept of movement.

b. Tasks to subordinate units.

c. Detailed timings.

d. Coordinating instructions.

    (1) Order of march.

    (2) Routes.

    (3) Density.

    (4) Speed. (Include catch-up speed.)

    (5) Method of movement.

    (6) Defense on move.

    (7) Start, release, or other critical points.

    (8) Convoy control.

    (9) Harbor areas.

    (10) Instructions for halts.

    (11) Lighting.

(12) Air Support.

4. SERVICE SUPPORT
a. Traffic control (performed by MPs).

b. Recovery.

c. Medical.

d. Petroleum, oils, and lubricants.

e. Water.

5. COMMAND AND SIGNAL
a. Command.

(1) Location of commander and chain of command.

(2) Locations of key individuals or particular vehicles.

b. Signal.

ACKNOWLEDGE:

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL:

ANNEXES:

DISTRIBUTION:
_____
(Classification)

Figure B-4 - Annotated warning order format

_____
(Classification)

(Change from oral orders, if any) (Optional)

A WARNING ORDER DOES NOT AUTHORIZE EXECUTION UNLESS SPECIFICALLY STATED

**Copy of copies
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Place of issue
Date-time group of signature
Message reference number**

WARNING ORDER _____

References: Refer to higher headquarters OPLAN/OPORD, and identify map sheet for operation. Optional.

Task Organization: (Optional) (See paragraph 1c.)
1. SITUATION
a. Enemy forces. Include significant changes in enemy composition dispositions and courses of action. Information not available for inclusion in the initial WARNO can be included in subsequent warning orders.

b. Friendly forces. (Optional) Only address if essential to the WARNO.
   (1) Higher commander's mission.
   (2) Higher commander's intent.

c. Attachments and detachments. Initial task organization, only address major unit changes.

2. MISSION. Issuing headquarters' mission at the time of the WARNO. This is nothing more than higher headquarters' restated mission or commander's decisions during MDMP.

3. EXECUTION
Intent:
a. Concept of operations. Provide as much information as available, this may be none during the initial WARNO.

b. Tasks to maneuver units. Any information on tasks to units for execution, movement to initiate, reconnaissance to initiate, or security to emplace.

c. Tasks to combat support units. See paragraph 3b.

d. Coordinating instructions. Include any information available at the time of the issuance of the WARNO. It may include the following:
• CCIR.
• Risk guidance.
• Deception guidance.
• Specific priorities, in order of completion.
• Time line.
• Guidance on orders and rehearsals.
• Orders group meeting (attendees, location, and time).
• Earliest movement time and degree of notice.

4. SERVICE SUPPORT. (Optional) Include any known logistics preparation for the operation.
a. Special equipment. Identifying requirements, and coordinating transfer to using units.

b. Transportation. Identifying requirements, and coordinating for pre-position of assets.

5. COMMAND AND SIGNAL (Optional)
a. Command. State the chain of command if different from unit SOP.

b. Signal. Identify current SOI edition, and pre-position signal assets to support operation.

ACKNOWLEDGE: (Mandatory)

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL: (Optional)

_____
(Classification)

Figure B-5 - Annotated fragmentary order format

_____
(Classification)

(Change from oral orders, if any)

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FRAGMENTARY ORDER _____

References: (Mandatory) Reference the order being modified.

1. SITUATION. (Mandatory) Include any changes to the existing order.

2. MISSION. (Mandatory) List the new mission.

3. EXECUTION
Intent: (Optional)
a. Concept of operations. (Mandatory)

b. Tasks to subordinate units. (Mandatory)

c. Coordinating instructions. (Mandatory) Include statement, "Current overlay remains in effect." or "See change 1 to Annex C, Operations Overlay." Mark changes to control measures on overlay or issue a new overlay.

4. SERVICE SUPPORT. Include any changes to existing order or the statement, "No change to OPORD xx."

5. COMMAND AND SIGNAL. Include any changes to existing order or .No change to OPORD xx..

ACKNOWLEDGE: (Mandatory)

NAME (Commander's last name)
RANK (Commander's rank)

OFFICIAL: (Optional)

ANNEXES: (Optional)

DISTRIBUTION: (Optional)

_____
(Classification)

Figure B-6 - Annotated overlay order format

_____
(Classification)

(Change from oral orders, if any)

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OVERLAY ORDER _____ (code name)
(number)

References:

Task Organization: List only changes on the overlay.
1. SITUATION. List any changes to enemy or friendly situation.
a. Enemy forces. Verbal brief, referring to enemy unit locations (known or suspected) on the overlay.

b. Friendly forces. Verbal brief, referring to friendly unit locations on the overlay.

c. Attachments and detachments. Verbal brief, confirms changes to task organization.

d. Commander's evaluation. Verbal brief.

2. MISSION. Written on the overlay.

3. EXECUTION
Intent:
a. Concept of operations. Verbal brief, referring to the overlay. Focus is on key events, identifying the main effort, priorities of fires, and trigger points to execute engagements.

b. Tasks to maneuver units. Written, for each subordinate unit, on the overlay. Specified tasks for each unit only.

c. Tasks to CS units. Verbal brief, identifies priority of support.

d. Coordinating instructions. Verbal brief, covers only items not covered in unit SOPs. Focus on control measures and graphics.

4. SERVICE SUPPORT. Verbal brief, referring to the overlay for locations of support. Any changes to sustainment.

5. COMMAND AND SIGNAL
a. Command. Verbal brief, refer to the overlay for location of key personnel, and identify the succession of command.

b. Signal. Verbal brief, and any code words which key events.

ACKNOWLEDGE: List on the overlay

NAME (Commander's last name)
RANK (Commander's rank)
List on the overlay
OFFICIAL: Authentication by preparing staff officer, if not signed by the commander.

ANNEXES: None will be used.

DISTRIBUTION: Per unit SOP.

_____
(Classification)

Figure B-7 - Sequence of annexes and appendixes to OPLANs or OPORDs

Annex A Task Organization

Annex B Intelligence
    Appendix 1 Initial IPB
        Tab A Modified Combined Obstacle Overlay (MCOO)
        Tab B Enemy Situation Template
        Tab C Analysis of AO
    Appendix 2 Collection Management

Annex C Operation Overlay

Annex D Fire Support
    Appendix 1 Air Support
    Appendix 2 Field Artillery Support
    Appendix 3 Naval Gunfire Support

Annex E Rules of Engagement (ROE)

Annex F Engineer
    Appendix 1 Engineer Overlay
    Appendix 2 Environmental Considerations

Annex G Air Defense

Annex H Signal

Annex I Service Support
    Appendix 1 Service Support Overlay
    Appendix 2 Traffic Circulation and Control
        Tab A Traffic Circulation (Overlay)
        Tab B Road Movement Table
        Tab C Highway Regulations
    Appendix 3 Personnel
    Appendix 4 Legal
    Appendix 5 Religious Support

Annex J Nuclear, Biological, and Chemical (NBC) Operations

Annex K Provost Marshal (PM)

Annex L Reconnaissance and Surveillance Operations

Annex M Deep Operations

Annex N Rear Operations

Annex O Airspace Command and Control (AC2)

Annex P Command and Control Warfare (C2 W)

Annex Q Operations Security (OPSEC)

Annex R PSYOP

Annex S Deception

Annex T Electronic Warfare (EW)

Annex U Civil-Military Operations (CMO)

Annex V Public Affairs

Figure B-8 - Annex and appendix format (general)

_____

(Classification)
(Change from oral orders, if any)

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Message reference number

ANNEX __ (Title**) TO OPERATION ORDER NO_____**

References: Maps, charts, datum, and other relevant documents.

1. SITUATION. Include information affecting the functional area that paragraph 1 of the OPORD does not cover or that needs to be expanded.
a. Enemy. See Annex B (Intelligence) or intelligence estimate, and analysis of area of operations if available**.**

   (1) Terrain. List all critical terrain aspects that would impact functional areas operations.

   (2) Weather. List all critical weather aspects that would impact functional area operations.

   (3) Enemy functional area capability and/or activity:
   • List known and templated locations and activities of enemy functional area units. Information is normally gathered one level up and two levels down.
   • List significant enemy maneuver and functional area capabilities that impact friendly functional area operations.
   • State the expected employment of enemy functional area assets based on the most probable enemy course of action.

b. Friendly situation.
• Outline the plan of the higher headquarters as it pertains to the functional area.
• List designation, location, and outline of the plan of higher, adjacent, and other functional area assets that support or would otherwise impact the issuing headquarters or would require coordination, and any other functional area supporting the unit.
• List nonfunctional-area units capable of assisting in functional area operations (such as non-engineer units capable of emplacing scatterable mines).

c. Attachments and detachments.
   (1) List units attached or detached only as necessary to clarify task organization.

   (2) Highlight changes in functional area task organization that occur during the operation, including effective times or events.

2. MISSION. State the mission of the functional area in support of the basic OPORD or OPLAN.

3. EXECUTION
a. Scheme of support. May be titled "Scheme of (functional area) operations" or "support."
• Describe the concept of functional area operations to support the commander's intent and the maneuver plan, tying in critical functional area tasks or the functional area's main effort by mission.
• Establish the main functional area effort by mission and unit for each phase of the operation.
• State functional area priorities.

b. Tasks to subordinate units.
• List functional area tasks that specific maneuver elements are to accomplish that the base OPORD does not contain.

• List functional area tasks the functional area units supporting maneuver elements are to accomplish only as necessary to ensure unity of effort.

c. Coordinating instructions. Include only instructions common to two or more units not already covered in the base OPORD.
• State specific rules of engagement that apply to the functional area.
• Refer to supporting appendixes not referenced elsewhere.
• Do not include SOP information.

4. SERVICE SUPPORT
a. Command-regulated classes of supply. Highlight subordinate allocations of command regulated classes of supply that impact functional area operations (such as the controlled supply rate). Summarize in a matrix or table, if necessary.

b. Supply distribution plan.
• State the method of supply (supply point or unit distribution) to be used for appropriate classes of supply for each subordinate or supporting unit.
• Give tentative locations for supply points or locations for linkup of push packages direct to units.
• Give allocation of classes of supply supplies by subordinate unit, control measure, or combination. Summarize in a matrix or table, if necessary.

c. Transportation. State the allocation and priority of support of haul or airlift assets dedicated for haul of classes of supply.

d. Combat health support. Address arrangements made for health support of functional area units operating in forward maneuver unit areas.

e. Maintenance. State priority of support, locations of maintenance facilities, and any relevant policies.

f. Field services. State priority of support, locations of facilities, and command policies.

g. Host planet.
• List the type and location of HP functional area facilities, assets, or support.
• List the procedures for requesting and acquiring HP functional area support.
• Highlight any limitations or restrictions on HP support.

5. COMMAND AND SIGNAL
a. Command.
• State the location of key functional area leaders.
• Designate a functional area chain of command, to include succession of command.
• Designate a functional area headquarters to control the functional area effort within functional area work lines on an area basis.
• List command posts and other C2 facilities and their locations.

b. Signal.
• State the SOI edition in effect. Do not write "current SOI in effect"; state the specific edition number.
• Describe the nets that must be monitored for reports.
• Designate critical functional area reporting requirements of subordinate units.
• Address any unique communications or digitization connectivity requirements or coordination necessary to meet functional responsibilities.

ACKNOWLEDGE:

NAME
(An annex or appendix can be signed by
either the commander or primary staff officer)
RANK

APPENDIXES:

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APPENDIX C - Glossary Of Abbreviations

AA avenue of approach
AC$_2$ airspace command and control
ACO airspace control order
acq acquisition
ACR armored cavalry regiment
ACofS assistant chief of staff
AD air defense
ADA air defense artillery
ADC assistant division commander
ADCOORD air defense coordinator
AF Air Force
AG adjutant general
AH attack helicopter
AI air interdiction
ALO air liaison officer
ANGLICO air/naval gunfire liaison company
anx annex
AO area of operations
app appendix
armd armored
arty artillery
atk attack
ATO air tasking order
ATP ammunition transfer points
AVCOORD aviation coordinator
avn aviation
AWOL absent without leave
AXP ambulance exchange point
bde brigade
bn battalion
BSA brigade support area
btry battery
C$_2$ command and control
C$_2$W command and control warfare
CA civil affairs
CAS close air support
cav cavalry
cbt combat
CCIR commander's critical information requirements
cdr commander
CFC combined forces command
ch chaplain
CHS combat health support
CI counterintelligence
CINC commander in chief
cl class
CM countermobility
cml chemical
CMO civil-military operations
CMOC civil-military operations center
cmt comment
co company
COA course of action
COLT combat operation laser team
COMMZ communications zone
COMSEC communications security
CONPLAN concept plan
coord coordinate

COSCOM corps support command
CP command post
CPO civilian personnel office/officer
CofS chief of staff
CS combat support
CSM command sergeant major
CSR controlled supply rate
CSS combat service support
DEH Director of Engineering and Housing
DISCOM division support command
div division
DIVARTY division artillery
DOL Director of Logistics
DP decision point
DPTM Director of Plans, Training, and Mobilization
DRM Director of Resource Management
DS direct support
DST decision support template
DTG date-time group
EA engagement area
EAC echelons above corps
EC electronic combat
EEFI essential elements of friendly information
eny enemy
ENCOORD engineer coordinator
engr engineer
EOD explosive ordnance disposal
EPW enemy prisoner of war
EW electronic warfare
FA field artillery
FAC forward air controller
FASCAM family of scatterable mines
FEBA forward edge of the battle area
FFIR friendly forces information requirements
FLOT forward line of own troops
FM field manual; frequency modulation
FO field order
FRAGO fragmentary order
FS fire support
FSB forward support battalion
FSCOORD fire support coordinator
FSO fire support officer
G1 personnel, general staff
G2 intelligence, general staff
G3 operations (division); operations and plans (corps), general staff
G4 logistics, general staff
G5 civil-military operations, general staff
G6 communications, general staff
GEN general
gp group
GS general support
GSR general support-reinforcing; ground surveillance radar
HHC headquarters and headquarters company
hist historian
HP host planet
how howitzer
HQ headquarters
HQ CMDT headquarters commandant
hr hour
hy heavy
IAW in accordance with

ID identification; identify
IEW intelligence and electronic warfare
IG inspector general
inf infantry
intel intelligence
IPB intelligence preparation of the battlefield
IR infrared
JP joint publication
JSEAD joint suppression of enemy air defense
LC line of contact
LD line of departure
LLTR low-level transit route
LNO liaison officer
MDMP military decision-making process
mech mechanized
MEDEVAC medical evacuation
METL mission-essential task list
METT-T mission, enemy, terrain, troops, and time available
MFR memorandum for record
MGRS military grid reference system
MI military intelligence
MLRS multiple launch rocket system
MMC materiel management center
MNF multinational force
MOPP mission-oriented protective posture
MP military police
MSB main support battalion
msn mission
MSR main supply route
MTDA mobilization table of distribution and allowances
mtns mountains
MTOE modified table of organization and equipment
mvr maneuver
NAI named area of interest
NBC nuclear, biological, and chemical
NBCWRS NBC warning and reporting system
NCO noncommissioned officer
no number
NVD night vision device
obj objective
off officer
ops operations
OPCON operational control
OPLAN operation plan
OPORD operation order
OPSEC operations security
PA public affairs
pam pamphlet
PAO public affairs office/officer
para paragraph
ph phase
PIR priority intelligence requirements
PL phase line
plt platoon
PM provost marshal
POL petroleum, oils, and lubricants
POTF psychological operations task force
pp pages
prep preparation
PRF pulse repetition frequency
PSS personnel service support

PSYOP psychological operations
QSTAG quadripartite standardization agreement
R reinforcing
RAG regimental artillery group
RAOC rear area operations center
recon reconnaissance
RM resource management/manager
ROC rear operations center
ROE rules of engagement
ROM refuel on the move
ROZ restricted operations zone
R&S reconnaissance and security
RTO radio-telephone operator
S1 personnel staff officer
S2 intelligence staff officer
S3 operations and training, brigade and battalion staff
S4 logistics staff officer
S5 civil-military operations staff officer
S6 communications staff officer
SEAD suppression of enemy air defense
SF Special Forces
SGS secretary of the general staff
sig signal
SIGSEC signal security
SJA staff judge advocate
SOCCE special operations command and control element
SOCOORD special operations coordinator
SOEO scheme of engineer operations
SOF special operations force
SOI signal operating instructions
SOP standing operating procedures
SP self-propelled
spt support
SSO special security officer
SSORD service support order
SSPLAN service support plan
STANAG standardization agreement
stmt statement
STRIKWARN strike warning
SUPPT supply point
SWO staff weather officer
T towed
tac tactical
TACAIR tactical air
TACON tactical control
TACP tactical air control party
TAI target area of interest
TALO theater airlift liaision officer
TCF tactical combat force
TDA table of distribution and allowances
TF task force
tgt target
tm team
TOC tactical operations center
TOE table of organization and equipment
TPL time-phased line
trans transportation
UAV unmanned aerial vehicle
vet veterinarian
WARNO warning order
WCS weapons control status

WMD weapons of mass destruction
wt weight
XO executive officer

About SFMC Academy

The Starfleet Marine Corps Academy was established by Commander Starfleet in 2164 when it was determined that Starfleet Academy could no longer adequately meet the needs of both services. The historical home of the United States' Navy and Marine Corps academies, Annapolis, was selected as the new home of the SFMCA. The head of the Academy, known as DCO-Academy, TRACOM, is still headquartered at the main campus in Annapolis. The motto of the SFMCA is "Facta Non Verba" or, in Federation Standard, "Deeds not Words." This is reflected in the more informal academy slogan, "We lead by example... whether we mean to or not." The DCO-Academy, TRACOM reports to the Commanding Officer of the Training Command (COTRACOM) who, in addition to the SFMCA, oversees branch schools, enlisted personnel training, advanced technical schools, and periodic skill re-fresher courses. Most of these courses are held either at one of the SFMCA facilities, or at one of the many training facilities in the New Valley Forge system which is home to TRACOM. These facilities, together with an Oberth-class spacedock serving as TRACOM headquarters, comprise Station Valley Forge. Today, the SFMCA consists of 5 campuses, 8 training worlds, and 42 ranges and field courses throughout the UFP. Together with Station Valley Forge, the SFMCA comprises one of the largest and most advanced military training organizations in the known universe.