

**Edition 1**

15 June 2015

# American, British, Canadian, Australian and New Zealand Armies' Program



**“Optimizing Coalition Interoperability”**

*[www.abca-armies.org](http://www.abca-armies.org)*

---

**ABCA PUBLICATION**

**Number 375**

**ABCA 2 STAR HEADQUARTERS HANDBOOK**

---

**DISTRIBUTION RESTRICTION.** Releasable to ABCA and NATO nations only. The information contained in this document is releasable only to ABCA and NATO nations. It may only be disclosed outside of ABCA and NATO nations with the authorization of the ABCA Armies.

The information belongs exclusively to the ABCA Armies' Program. No material or information contained in this document should be reproduced, stored in an information system(s) or transmitted in any form outside of ABCA and NATO nations except as authorized by the ABCA Program.

**June 2015**

**Conditions of Release:**

The information contained in this document is releasable only to ABCA and NATO nations. It may only be disclosed outside of ABCA and NATO nations with the authorization of the ABCA Armies.

The information belongs exclusively to the ABCA Armies' Program. No material or information contained in this document should be reproduced, stored in an information system(s) or transmitted in any form outside of ABCA and NATO nations except as authorized by the ABCA Program.

# 2 STAR HEADQUARTERS HANDBOOK

## Contents

	<b>Page</b>
<b>Chapter 1</b>	<b>INTRODUCTION</b> <span style="float: right;"><b>1-1</b></span>
	Purpose of Handbook <span style="float: right;">1-1</span>
	Role of an ABCA framework nation two-star HQ <span style="float: right;">1-1</span>
	Functions <span style="float: right;">1-1</span>
	Integration <span style="float: right;">1-19</span>
	Operational Architecture <span style="float: right;">1-21</span>
	Applicable ABCA/NATO Publications/Standards <span style="float: right;">1-21</span>
<b>Chapter 2</b>	<b>US Army Division Headquarters Task Organization</b> <span style="float: right;"><b>2-1</b></span>
	The Role of the Division <span style="float: right;">2-1</span>
	Organization of the Division Headquarters <span style="float: right;">2-6</span>
	Division Headquarters Staff Structure <span style="float: right;">2-11</span>
	Command Post Cells <span style="float: right;">2-13</span>
	Command Post Operations <span style="float: right;">2-15</span>
	Basic Processes <span style="float: right;">2-19</span>
	Division Headquarters Command Post Organization <span style="float: right;">2-25</span>
	Summary <span style="float: right;">2-37</span>
	References <span style="float: right;">2-37</span>
<b>Chapter 3</b>	<b>United States Marine Corps Marine Expeditionary Brigade Task Organizations</b> <span style="float: right;"><b>3-1</b></span>
	Role of the MAGTF <span style="float: right;">3-1</span>
	MAGTF Composition <span style="float: right;">3-1</span>
	MAGTF Capabilities <span style="float: right;">3-2</span>
	Types of MAGTFs <span style="float: right;">3-3</span>
	Marine Expeditionary Brigade <span style="float: right;">3-4</span>
	Organization of the MEB Command Element <span style="float: right;">3-7</span>
	Command Post Teams, Cells, Centers, Groups and Other Organizations <span style="float: right;">3-12</span>
	Command Element Staff Actions <span style="float: right;">3-20</span>
	Summary <span style="float: right;">3-25</span>
	References <span style="float: right;">3-25</span>
<b>Chapter 4</b>	<b>UNITED KINGDOM</b> <span style="float: right;"><b>4-1</b></span>
	<b>Section I: National Introduction:</b> <span style="float: right;"><b>4-1</b></span>
	Executive Summary <span style="float: right;">4-1</span>
	Integrated Action <span style="float: right;">4-1</span>
	Command and Control Philosophy <span style="float: right;">4-1</span>
	Command <span style="float: right;">4-2</span>
	Planning <span style="float: right;">4-2</span>
	The Divisional Level <span style="float: right;">4-2</span>
	Division Organization for Operations <span style="float: right;">4-2</span>
	Combat Brigades <span style="float: right;">4-3</span>
	Offensive Support (OS) Brigade <span style="float: right;">4-3</span>
	Engineering <span style="float: right;">4-4</span>

Sustainment Brigade	4-4
Command Support Brigade	4-4
Joint Helicopter Force	4-4
2 Med Bde	4-4
Intelligence and Surveillance Brigade	4-5
Security Assistance Group (SAG)	4-5
National Command Elements/National Support Element	4-5
<b>Section II: Headquarters Organization:</b>	<b>4-5</b>
Headquarters Organizational Diagram	4-5
Command Group	4-6
Command Board	4-7
Decision Support Cell	4-7
The Staff	4-9
Administrative Support	4-10
Multinational Augmentation	4-10
Integrating Cells (Manoeuvre)	4-10
C Ops	4-10
F Ops	4-10
F Plans	4-11
Functional Cells	4-12
Intelligence and Understand	4-13
Joint Fires	4-13
GBAD	4-15
Air & Avn	4-15
Information Activities and Outreach	4-16
Protect	4-17
Sustain	4-18
Military Engineering	4-20
Battle Rhythm	4-21
Coordination Centers, Working Groups and Branches	4-23
Command Posts	4-23
<b>Section III: Headquarters' Processes:</b>	<b>4-24</b>
Planning and Decision Making	4-24
Overview	4-25
Plan.	4-25
Other Estimates	4-25
Review	4-25
Execution/Battle Management	4-25
Evaluate	4-26
Refining/Assessment.	4-26
Evaluation (MOE/BDA)	4-26
Targeting	4-27
The Targeting Process	4-27
Risk Management	4-27
Procedure	4-27
Information SUPERIORITY (IS)	4-28
Understand	4-29

	Briefings.	4-30
	<b>Section IV: Applicable National Manuals/ Publications/ Standards (Service, Joint and Multinational)</b>	<b>4-31</b>
	UK, NATO and multinational guidance.	4-32
	Key UK Publications.	4-32
	<b>Section V: Summary</b>	<b>4-33</b>
<b>Chapter 5</b>	<b>CANADIAN ARMY TASK FORCE HEADQUARTERS</b>	<b>5-1</b>
	<b>Section I: National Introduction:</b>	<b>5-1</b>
	Role of the Combined Joint Inter-Agency Task Force Headquarters	5-1
	Command and Control Philosophy	5-2
	Division Organization for Operations	5-3
	Divisional Troops	5-5
	Mission Tasked Formations, Units and Enablers	5-5
	<b>Section II: Headquarters Organization</b>	<b>5-7</b>
	Types of Staff Officers.	5-7
	Functional Cells/Branches	5-8
	Boards, Working Groups, Coordination Centers	5-12
	<b>Section III: Headquarters Processes</b>	<b>5-13</b>
	Planning and Decision Making	5-13
	Targeting	5-16
	Information Management	5-19
	Intelligence	5-20
	Battle Management	5-21
	Influence Activities	5-22
	Force Protection	5-23
	Sustainment	5-23
	<b>Section IV: Applicable National Manuals/ Publications/ Standards (Service, Joint and Multinational)</b>	<b>5-25</b>
	<b>Section V: Summary</b>	<b>5-25</b>
<b>Chapter 6</b>	<b>AUSTRALIAN ARMY</b>	<b>6-1</b>
	<b>Section I: National Introduction</b>	<b>6-1</b>
	Command and Control Philosophy	6-1
	Division Organization for Operations	6-1
	National Command Elements/National Support Element and Implications	6-2
	<b>Section II: Combat Functions</b>	<b>6-2</b>
	<b>Section III: Headquarters Organization</b>	<b>6-3</b>
	Headquarters Organization	6-3
	Multinational Augmentation	6-3
	Headquarters Structure and Elements	6-5
	Alternative Structure of JTFHQ	6-7
	<b>Section IV: Headquarters Processes</b>	<b>6-7</b>
	Planning and Decision Making	6-7
	Standard Operating Procedures	6-8
	Battle Rhythm	6-8
	Execution/Battle Management	6-9
	<b>Section V: Applicable National Manuals / Publications / Standards</b>	<b>6-9</b>

	<b>Section VI: Summary</b>	<b>6-9</b>
<b>Chapter 7</b>	<b>NEW ZEALAND ARMY</b>	<b>7-1</b>
	<b>Section I: Introduction</b>	<b>7-1</b>
	Executive Summary	7-1
	Command and Control Philosophy	7-1
	Division Organization for Operations	7-1
	National Command Elements	7-1
	Lead Nation	7-1
	Commander Land Forces (CLF)	7-1
	<b>Section II: Headquarters Organization</b>	<b>7-2</b>
	Headquarters Organization Diagram.	7-2
	Headquarters Structure and Elements Structure of the HQ DJIATF.	7-2
	Administrative Support	7-5
	Functional Cells/Branches:	7-5
	Routine Augmentation to Headquarters (National Augmentation)	7-5
	Integrating Cells/Branches	7-5
	Co-ordination Centers, Working Groups and Branches.	7-6
	Command Post Definitions	7-6
	Command Post Functions	7-6
	Types of Command Posts	7-6
	<b>Section III: Headquarters Processes</b>	<b>7-9</b>
	Planning and Decision Making	7-9
	Refining / Assessment	7-9
	Standard Operating Procedures	7-10
	Shift Handover Briefings.	7-10
	Battle Rhythm	7-10
	<b>Section IV: Applicable Manuals/Publications/Standards</b>	<b>7-10</b>
	<b>Section V: Summary</b>	<b>7-10</b>
<b>Chapter 8</b>	<b>ABCA BOARDS, CENTERS, AND WORKING GROUPS</b>	<b>8-1</b>
	Electronic Warfare Co-ordination Centre	8-1
	Geospatial Information Systems (GIS) Working Group	8-3

## Figures

Figure 1-1. Integrating functions	1-20
Figure 1-2. Indicative integrating process	1-21
Figure 2-1. Typical units subordinated to the division for major combat operations	2-4
Figure 2-2. Typical staff organization of a maneuver brigade	2-5
Figure 2-3. Typical staff organization of a sustainment brigade	2-6
Figure 2-4. Headquarters and headquarters battalion	2-7
Figure 2-5. Main command post	2-8
Figure 2-6. Tactical command post	2-10
Figure 2-7. Headquarters staff	2-12
Figure 2-8. The military decisionmaking process (MDMP)	2-20

Figure 2-9. The operations process and underlying logic	2-21
Figure 2-10. The execution process	2-23
Figure 2-11. The intelligence process	2-24
Figure 2-12. Main command post intelligence cell	2-25
Figure 2-13. Main command post movement and maneuver cell	2-27
Figure 2-14. Command post fires cell	2-30
Figure 2-15. Main command post protection cell	2-31
Figure 2-16. Sustainment cell	2-33
Figure 3-1. MAGTF Structure	3-1
Figure 3-2. Marine Expeditionary Brigade Structure	3-6
Figure 3-3. Notional MEB Task Organization	3-6
Figure 3-4. MEB Command Element Structure	3-7
Figure 3-5. Notional MEB battle rhythm	3-21
Figure 4-1. Illustrative Task Organization – UK led multinational division	4-3
Figure 4-2. HQ Structure	4-5
Figure 4-3. Command	4-9
Figure 4-4. The Integrating Cells	4-12
Figure 4-5. Intelligence and understand cell	4-14
Figure 4-6. Joint Fires Cell	4-16
Figure 4-7. Information activities and outreach cell	4-17
Figure 4-8. The Protect Cell	4-18
Figure 4-9. The Sustain Cell	4-20
Figure 4-10. The engineering cell	4-21
Figure 4-11. Planning Horizons	4-22
Figure 4-12. Deployed Div Main and FWD HQs	4-24
Figure 4-13. PREE and understanding	4-29
Figure 4-14. Understanding concept	4-30
Figure 5-1. 1 <sup>st</sup> Canadian Division organization	5-4
Figure 5-2. 1 <sup>st</sup> Canadian Division headquarters organization	5-4
Figure 5-3. Branches and cells of 1st Canadian Division headquarters	5-7
Figure 5-4. Typical configuration of main headquarters division /task force	5-11
Figure 5-5. Typical configuration of rear headquarters 1st Canadian Division	5-12
Figure 5-6. ISTAR	5-17
Figure 5-7. Graphic concept of sustainment	5-25
Figure 6-1. Australian Combat Bde	6-2
Figure 6-2. Australian combat functions	6-2
Figure 6-3. Major JTFHQ	6-4
Figure 6-4. Australian Joint Military Appreciation Process	6-8
Figure 7-1. Headquarters Deployable Joint Inter-Agency Task Force	7-2
Figure 7-2. Headquarters Deployable Joint Inter-Agency Task Force Command Post	7-8

## Tables

Table 1-1. Comparison of functions by nation	1-2
Table 1-2. Common functions to the national staff element	1-2
Table 1-3. Comparison of ABCA nation's planning processes	1-10
Table 1-4. Board and working group matrix	1-12
Table 1-5. Coordination centres matrix	1-16
Table 2-1. Warfighting functions and their tasks	2-9
Table 2-2. Preparation activities	2-22
Table 4-1. UK and Allied Military Decision Making Processes	4-26



## Chapter 1

# Introduction

### PURPOSE OF HANDBOOK

1-1. The purpose of the *Two-Star Headquarters Handbook* is to provide a brief description of each nation's two-star headquarters; their organization, and the processes they use for operations. Each of the ABCA nations can be called upon to provide a two-star headquarters to lead a multinational land component command somewhere in the world. As part of that multinational land component command, each of the other ABCA nations may provide a brigade size organization as part of that force. To assist each of those nations in better integrating into the force, this handbook—in coordination with the *ABCA Coalition Operations Handbook* and other ABCA handbooks—provides a mechanism to increase understanding between nations. This handbook focuses only on the headquarters and its sub-elements. It does not address its subordinate units.

1-2. In the Afghanistan North Atlantic Treaty Organization (NATO) theater, there have been varying applications of the lead (and framework) nation concept. At Regional Command (South) Headquarters (HQ) for example, the United States (US), United Kingdom (UK), Canada (CA), and Netherlands (NL) have all rotated lead-nation responsibilities using different HQ organizations and sizes. Additionally, enablers normally associated with a divisional command were often frontloaded by troop contributing nations (TCNs) or provided by the national command. This practice can lead to a diminished economy and unity of effort at the two-star formation level.

1-3. In keeping with the use of these terms in NATO AJP-01(D) and MPAT SOP, the term **lead nation** is reserved for the political-strategic (Pol-Strat) level and the term **framework nation** is used as its equivalent at the operational and high-end tactical levels where the two-star formation will work.

1-4. Each nation has its own way of generating and structuring a two-star HQ, and all are workable. This chapter does not to specify what the HQ organizational structure should be but merely the functions it must perform, the responsibilities each function entails, and the processes considered essential.

### ROLE OF AN ABCA FRAMEWORK NATION TWO-STAR HQ

1-5. The primary role of an ABCA framework nation two-star HQ is to provide command and control (C2) of two or more subordinate coalition formations and enabling units. The HQ is expected to function at the tactical and operational levels, capable of acting as a subordinate formation to a higher land component command (LCC), or acting as an LCC. The HQ shall be able to—

- conduct operations throughout the spectrum of conflict;
- integrate a range of joint, interagency, multinational, public, and contractor provided capabilities;
- turn military strategic and operational objectives into tactical activities;
- provide the framework within which brigades and battle groups of the two-star formation have the freedom to achieve tactical success;
- plan and execute several missions at a time, whilst concurrently planning the next set of tactical activities;
- prioritize and allocate appropriate resources, such as air, electronic warfare (EW), and aviation, to achieve best affect; and
- operate in a area of operations containing deep, close, and rear areas.

### FUNCTIONS

1-6. The structure and processes of the HQ shall provide and integrate the following functions (these are the ABCA functions, see table 1-1 for each nation's corresponding functions):

- command;
- sense;
- act;
- shield; and
- sustain.

While these are the ABCA functions, each nation uses its own set of functions. Table 1-1 shows a comparison of functions by nation.

**Table 1-1. Comparison of functions by nation**

<b>ABCA</b>	<b>NATO Joint Functions</b>	<b>USA Warfighting Functions</b>	<b>USMC Warfighting Functions</b>	<b>BA Tactical Functions</b>	<b>CA Operational Functions</b>	<b>AA Combat Functions</b>	<b>NZA Battlespace Operating Systems</b>
<b>Command</b>	Command and Control	Mission Command	Command and Control	Command and Control	Command	Know	Command and Control
						Adapt	Information Operations
<b>Act</b>	Maneuver	Maneuver	Maneuver	Maneuver	Act	Shape	Maneuver
	Fires	Fires	Fires	Fires		Strike	Offensive Support
<b>Sense</b>	Intelligence	Intelligence	Intelligence	Intelligence and Understanding	Sense	Know	Intelligence Surveillance and Reconnaissance
<b>Shield</b>	Protection	Protection	Protection	Protection	Shield	Shield	Ground Based Air Defense
							Mobility and Survivability
<b>Sustain</b>	Sustainment	Sustainment	Sustainment	Sustainment	Sustain	Sustain	Combat Service Support

1-7. Within each function are numerous specific tasks. Different nations assign these tasks to different functions or staff elements within a headquarters. Table 1-2 on pages 1-2 through 1-7 maps common functions to the national staff element that has primary responsibility for that function.

**Table 1-2. Common functions to the national staff element**

<b>Subject</b>	<b>U.S. Army</b>	<b>U.S. Marine Corps</b>	<b>British Army</b>	<b>Canadian Army</b>	<b>Australian Army</b>	<b>New Zealand Army</b>
Air and missile defense	Para 2-121	Para 3-69	Para 4-53 Joint Fires	Para 5-75 Airspace Coordination Center (ASCC)	Fires (Joint Effects Element)	Refer to JOSCC or fires
	Table 2-1	Fires				
Antiterrorism measures	Para 2-125 Protection Cell	Para needs input	Para 4-62 Protect Function Cell	J3	J3	DJ3
	Table 2-1	Force Protection				
Assess	Para 2-73 Operations Process	Para needs input	Para 4-48	Para 5-27 Joint Targets	Depends: J2	DJ2
	Table 2-1		Future Plans Cell			

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
		Command and Control	Para 4-50 Intelligence & Understand Function Cell			DJ3
Band support	Para 2-16 HHB	N/A	Decision Support Cell	Personnel (J1)	Nil	DJ0
	Table 2-1	Logistics				Command WO
Battle damage assessment	Boards, Workings Groups, and Meetings	Para needs input	Para 4-53 Joint Fires	J3 ISTAR	Fires	DJ3
		Force Protection	Para 4-46 Current Operations Cell			
Battlefield obscuration	Para 2-131 Protection Cell (Chemical, Biological, Radiological, and Nuclear)	Para needs input	Para 4-53 Joint Fires	J3	Fires	DJ3 – see JOSCC
	Table 2-1	Maneuver				
Behavioral health and neuropsychiatric treatment.	Para 2-151 (Army Health System) Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	Para 5-38 Medical Coordination Center	Sustain (J07)	DJ4 – HSS
	Table 2-1	Logistics	Para 4-62 Protect Functional Cell	JHSS		
Chemical, biological, radiological, and nuclear operations	Para 2-131 Protection Cell	Para needs input	Para 4-62 Protect Functional Cell	Para 5-29	Provided by 6BDE	DJ3 – Engr Officer.
	Table 2-1	Maneuver		J3		
Civil-military operations	Para 2-154 Mission Command	Para needs input	Para 4-54 Information Activities & Outreach Functional Cell	Para 5-81	J3 CIMIC (09)	DJ3 – CIMIC Officer
	Table 2-1	Civil affairs		IATF CO		
Clinical laboratory services.	Table 2-1	Para 3-44	Para 4-65 Sustain Functional Cell	JHSS	Sustain (J07)	DJ4 – HSS
		Logistics				
Coordination measures (fire support, air space)	Boards, Workings Groups, and Meetings	Para 3-64	Para 4-46 Current Operations Cell	J3	JFE	DJ3 – JOSCC
		Fires	Para 4-53 Joint Fires			

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
Counterintelligence and Human Intelligence Exploitation	Para 2-96 Intelligence cell					
Cyber electromagnetic activities	Para 2-156 Mission Command	Para 3-47	Para 4-50 Intelligence & Understand Function Cell	J6	J3 (J6)	DJ3
	Table 2-1	Maneuver	Para 4-62 Protect Functional Cell			DJ6
Deep battle command and control	No para found	Para 3-38	Para 4-53 Joint Fires	J3		Conceptual or time-based 'deep' battle – DJ5, Commander and COS
			Command			Geographically deep targeting/strike – JOSCC
Defended assets list	No para found	Para needs input	Para 4-62 Protect Functional Cell	J3	J3	DJO/DJ3 – Legal
		Force Protection				
Deliver fires (indirect fires, air and missile)	Para 2-112	Para 3-65	Para 4-53 Joint Fires	FSCC	Fires	JOSCC
	Fires cell	Fires				
Dental treatment	Para 2-151 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	JHSS	Sustain (J07)	DJ4 – HSS
	Table 2-1	Logistics				
Distribution	Para 2-148 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	J4 Logistics	Sustain J4	DJ4
	Table 2-1	Logistics				
Execute	Para 2-72 Operations Process	Para 3-38	Para 4-46 Current Operations Cell	COS	J3	DJ3
	Table 2-1	Maneuver				
Explosive ordnance disposal and protection support	Para 2-131 Protection Cell	Para 3-44	Para 4-62 Protect Functional Cell	J3 Engineer	Provided by 6BDE	DJ3
	Table 2-1					
Field services	Para 2-10	Para 3-44	Para 4-65 Sustain Functional Cell	J4	Sustain	DJ4
		Logistics				

**Table 1-2. Common functions to the national staff element (continued)**

<b>Subject</b>	<b>U.S. Army</b>	<b>U.S. Marine Corps</b>	<b>British Army</b>	<b>Canadian Army</b>	<b>Australian Army</b>	<b>New Zealand Army</b>
Financial management.	Para 2-150 Sustainment Cell	Para 3-33	Para 4-65 Sustain Functional Cell	J8	Sustain J9	DJ0 – Finance.
	Table 2-1	Logistics	Para 4-66 Pers Sp			DJ9 (if deployed)
Force health protection	Para 2-125 Protection cell	Para 3-44	Para 4-62 Protect Functional Cell	Med CC	Sustain (J07)	DJ4 – HSS
	Table 2-1	Logistics				
General engineering support.	Para 2-130 Protection cell	Para 3-44	Para 4-10 Engineers	J3 Engineer	Provided by 6BDE	DJ4 or DJ3 – Engr Officer
	Table 2-1	Maneuver				
Hospitalization (to include treatment of chemical, biological, radiological, and nuclear patients).	Para 2-151 Sustainment Cell (Army Health System)	Para 3-44	Para 4-65 Sustain Functional Cell	Med CC	Sustain (J07 and 17CSSB)	DJ4 – HSS.
	Table 2-1	Logistics				
Human resources support	Para 2-135 to 2-142 Sustainment Cell	Para 3-36	Decision Support Cell	J1	Sustain (J1)	DJ1
	Table 2-1	Logistics	Para 4-65 Sustain Functional Cell			
			Para 4-66 Pers Sp			
Information assurance	Para 2-161 Mission Command					
Information collection (reconnaissance, surveillance, security, and intelligence operations)	Para 2-84 Intelligence Collection Cell (G-2)	Para 3-58	Para 4-50 Intelligence & Understand Function Cell	J3 Istar	J2	DJ3 for tasking of assets and information priorities
	Table 2-1	Intelligence				DJ2 for Information Collection Requirements
Information management	Para 2-141 Sustainment Cell (Network Operations/Planning)	Para 3-28	Decision Support Cell	IMO	J3 (J6)	DJ6
	Table 2-1	Command and Control				

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
Information operations	Para 2-156 Mission Command (Cyber electromagnetic activities)	Para 3-38 Command and Control	Para 4-54 Information Activities & Outreach Functional Cell	IATF CO	JFE	DJ3 – IO
Information protection	Para 2-123 Protection Cell  Table 2-1	Para 3-38  Command and Control	Decision Support Cell	J6	J2	DJ6
Install, operate, and maintain the network.	Para 2-160 Mission Command (Network Management)  Table 2-1	Para 3-84  Command and Control	CIS	J6	J3 (J6)	DJ6
Integrate all forms of Army, joint, and multinational fires.	Para 2-115 Fires Cell  Table 2-1	Para 3-70  Fires	Para 4-53 Joint Fires	FSCC	Fires (JFE)	DJ3 – JOSCC
Intelligence support to protection.	Para 2-127 Protection Cell  Table 2-1	Para 3-58  Intelligence	Para 4-50 Intelligence & Understand Function Cell	J2	J2	DJ2
Intelligence support to targeting and information capabilities	Para 2-87 Intelligence Cell  Table 2-1	Para 3-59  Intelligence	Para 4-50 Intelligence & Understand Function Cell	J2 Target	J2 rep in JFE	DJ2
Internment and resettlement	Para 2-128 Protection Cell  Table 2-1	Para 3-44  Logistics	Para 4-65 Sustain Functional Cell	J1		DJ3
Knowledge management	Para 2-158 Mission Command  Table 2-1	Para 3-28  Command and Control	Decision Support Cell  Para 4-50 Intelligence & Understand Function Cell	IMO	J3	DJ0 – COS
Law and order	Para 2-128 Protection Cell  Table 2-1	Para 3-32  Force Protection	Decision Support Cell  Para 4-62 Protect Functional Cell	PM	Sustain (MPs)	DJ3, Legal

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
Legal support	Para 2-19 Main Command Post	Para 3-44	Decision Support Cell	Legal Advisor	Sustain (J06)	DJ3 or DJ0 - Legal
	Table 2-1	Logistics				
Maintenance	Para 2-145 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	J4 Maintenance	Sustain	DJ4
	Table 2-1	Logistics				
Medical evacuation (to include en-route care and medical regulating).	Para 2-100 Movement and Maneuver Cell	Para 3-44	Para 4-65 Sustain Functional Cell	JHSS	Sustain (J07)	DJ4 – HSS
	Table 2-1	Logistics				
Medical logistics (to include blood and blood products).	Para 2-151 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	JHSS	Sustain (J07)	DJ4
	Table 2-1	Logistics				
Military deception	Para 2-44 Plans integration cell	Para 3-38	Para 4-54 Information Activities & Outreach Functional Cell	J3	JFE	DJ3 – IO
	Table 2-1	C2				
Mobility and counter mobility	Para 2-10	Para 3-82	Para 4-10 Engineers	J3 Engineer	Provided by 6BDE	DJ3 – Engineer Officer
	Table 2-1 Movement and Maneuver	Maneuver				
Movement Control	Para 2-148 Sustainment Cell (G-4)	Para 3-82 Movement Control Center		Para 5-74 Movement Control Cell	Para 6-51 Battle Management	Para 7-38 Battle Management
	Para 2-154 Mission Command	Para needs input	Para 4-54 Information Activities & Outreach Functional Cell	J3	Fires (JFEIm)	JOSCC
Civil affairs	Fires					
Operational area security	Para 2-127 Protection Cell	Para 3-38	Para 4-62 Protect Functional Cell	J3	J3	Assessment: DJ2 – Field Security Officer
	Table 2-1	Force Protection				Control/restrictions: DJ3
Operational contract support.	Para 2-159 Mission Command	Para 3-44	Para 4-65 Sustain Functional Cell	J8	Sustain (J9)	DJ4
		Logistics	Para 4-66 Pers Sp			

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
Operations security	Para 2-126 Protection Cell	Para 3-38	Para 4-62 Protect Functional Cell	J6	J2	DJ3 – IO
	Table 2-1	Force Protection	Para 4-50 Intelligence & Understand Function Cell			
Organic and area medical support	Para 2-134 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	JHSS	Sustain (J07)	DJ4 - HSS
	Table 2-1	Logistics				
Personnel recovery operations	Para 2-132 Protection Cell	Para 3-38	Para 4-62 Protect Functional Cell	J3	Unsure (SOF)	DJ3
	Table 2-1	Force Protection				
Physical security procedures.	Para 2-128 Protection cell (Provost Marshal)	Para 3-38	Para 4-62 Protect Functional Cell	PM	J3	DJ3 – Force protection
						DJ2 – Field Security Officer
	Table 2-1	Force Protection				DJ0 – Command
						WO - Emergency procedures
Planning	Para 2-39 Integrating Cells	Para 3-38	Para 4-48 Future Plans Cell	COS	J5 Under J3	DJ5 – Campaign planning and longer term plans
	Table 2-1	Command and Control	Para 4-47 Future Operations Cell			DJ3 – Current plans/execution
Psychological Operations	Para 2-155 Mission Command (Civil Affairs)	Para 3-38	Para 4-54 Information Activities & Outreach Functional Cell	IATF CO	Fires (JFEIm)	DJ3 IO – Also see JOSCC or fires cell
	Table 2-1	Maneuver				
	Military information support to operations	Military information support to operations				
Public Affairs	Para 2-31 Division Headquarters Staff	Para 3-26	Para 4-54 Information Activities & Outreach Functional Cell	PAO	JEWG	DJ0 – A subordinate function of Command



**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
		Command and Control	Decision Support Cell			
Reconnaissance	Para 2-100 Movement and Maneuver Cell	Para 3-60	Para 4-50 Intelligence & Understand Function Cell	J3 ISTAR	J2	DJ3 – ISR
	Table 2-1	Intelligence				
Religious support.	Para 2-31 Division Headquarters Staff	Para 3-44	Para 4-29 Command Board	J1	Sustain (J1)	DJ0 – A subordinate function of Command
	Table 2-1	Logistics				
Safety techniques (including fratricide avoidance)	Para 2-125 Protection Cell	Para needs input	Para 4-62 Protect Functional Cell	J3	J3	DJ3
	Table 2-1	Force Protection				
Supply	Para 2-146 Sustainment Cell	Para 3-44	Para 4-65 Sustain Functional Cell	J4 Supply	Sustain	DJ4
	Table 2-1 (Logistics)	Logistics				
Support situational understanding	No para found	Para 3-38 Maneuver	Para 4-50 Intelligence & Understand Function Cell	J2		DJ2
Surveillance	No para found	Para 3-60	Para 4-50 Intelligence & Understand Function Cell	J3 ISTAR	J2	DJ3
	Table 2-1	Intelligence				
Survivability operations	Para 2-125 Protection Cell	Para needs input	Para 4-65 Sustain Functional Cell	J3 Engineer	Provided by 6BDE	DJ3 – Engineer Officer
	Table 2-1	Maneuver	Para 4-62 Protect Functional Cell			DJ4 – General Support Engineering
Targeting	Para 2-112 to 2-120 Fires Cell	Para 3-59	Para 4-55 Targeting	J3 ISTAR	JFE	JOSCC. DJ2 for development of target packs and COS for Targeting priorities
	Table 2-1		Para 4-53 Joint Fires			
Transportation	Para 2-146 and 2-148 Sustainment Cell	Para 3-44	Sustain Functional Cell	J4 Transportation	Sustain or J3	DJ4

**Table 1-2. Common functions to the national staff element (continued)**

<i>Subject</i>	<i>U.S. Army</i>	<i>U.S. Marine Corps</i>	<i>British Army</i>	<i>Canadian Army</i>	<i>Australian Army</i>	<i>New Zealand Army</i>
	Table 2-1	Logistics				
Understanding threats, adversaries, and weather	Para 2-82 Intelligence Cell	Para 3-37	Para 4-50 Intelligence & Understand Function Cell	J2	J2	DJ2
	Table 2-1	Intelligence				

1-8. Within each nation’s planning process are numerous specific steps. Table 1-3 on pages 1-8 and 1-9 maps common planning process steps to each nation.

**Table 1-3. Comparison of ABCA nation’s planning processes**

<i>US MDMP</i>	<i>USMC MCPP (6 Steps)</i>	<i>UK 7Qs/ 6 Steps</i>	<i>CA OPP</i>	<i>AS/ NZ MAP</i>
<b>1. Receipt of Mission</b> Cdr’s initial guidance Initial allocation of time	<b>0. Indications and warnings</b> or <b>0. Receipt of HHQs order or directive</b>	<b>1. Review of Situation</b> Staff preparation Analyzing an operational environment Analyze mission and staff planning timelines ROOB	<b>1. Initiation</b> Warning order Planning guidance Situation change(s) Command’s assessment	<b>0. IPB/ Review of Situation</b> Define the battle space environment Describe the battle space effects Evaluate stakeholders Determine stakeholder COAs
<b>2. Mission Analysis</b> Problem statement Mission statement Initial commander’s intent Initial planning guidance Initial CCIRs and EEFs Updated IPB and running estimates Assumptions.	<b>1. Problem Framing</b> Gain understanding of environment and nature of problem. <b>Cdr:</b> Cdr’s orientation (intent and guidance) <b>Staff:</b> task analysis, center of gravity analysis, develop assumptions, determine limitations, draft mission statement, draft staff estimates, develop IPB products. Issue warning order. <b>Commander:</b> COA developer’s guidance.	<b>2. Mission Analysis</b> Mission analysis Evaluation of factors CG’s initial direction— <i>intent, decisive act and other key tactical planning concepts</i>	<b>2. Orientation</b> JIPB steps 1-3 Mission analysis Operational art guidance Design concepts Strange analysis Deducing DPs Operational design Information and intelligence requirements Develop mission statement and mission analysis brief	<b>1. Mission Analysis</b> Review the situation Analyze the superior cdr’s intent and identify own mission Analyze tasks Determine freedom of action Identify critical facts, judgments and assumptions Confirm the mission Consolidate IPB and monitor the battlespace and mission analysis Provide mission analysis brief

Table 1-3. Comparison of ABCA nation's planning processes (continued)

<i>US MDMP</i>	<i>USMC MCPP (6 Steps)</i>	<i>UK 7Qs/ 6 Steps</i>	<i>CA OPP</i>	<i>AS/ NZ MAP</i>
<p><b>3. COA Development</b> COA statements and sketches Tentative task organization Broad concept of operations Revised planning guidance Updated assumptions</p>	<p><b>2. COA Development</b> <b>Cdr:</b> Wargame guidance <b>Staff:</b> Graphic / narrative. task organization, synch matrix, supporting concepts.</p>	<p><b>3. COA Guidance</b> COA formulation Initial COA development Back-brief to command</p>	<p><b>3. COA Development</b> Initial COA development COA tests Timelines Information brief Wargaming at the operational level COA comparison</p>	<p><b>2. COA Development</b> Create COA concepts Test COA concepts Fully develop COAs Provide COAs development brief</p>
<p><b>4. COA Analysis</b> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions</p>	<p><b>3. COA Wargaming</b> Examine and refine options in light of adversary capabilities and potential actions / reactions and factors peculiar to an operational environment. <b>Staff:</b> Around the map work through synchronization matrix for all COAs (friendly action, enemy reaction, friendly counteraction). Refine running estimates. <b>Cdr:</b> COA comparison guidance.</p>	<p><b>4. COA Development</b> Develop COAs Outbrief</p>	<p>Operational risk management Decision brief CONOPS</p>	<p><b>3. COA Analysis</b> Review essential information Select wargame method Prepare wargame record Prepare wargame venue Wargame COAs Record wargame results Provide COA analysis brief</p>
<p><b>5. COA Comparison</b> Evaluated COAs Recommend COAs Updated running estimates Updated assumptions</p>	<p><b>4. COA Comparison and Decision</b> Evaluate each friendly COA against established criteria, Compare with each other; select best COA. <b>Staff:</b> Evaluate COAs, compare evaluations, refine selected COA, update warning order. <b>Cdr:</b> COA decision.</p>	<p><b>5. COA Evaluation – One of the following processes:</b> Brief to COS by the COA leads Wargame each COA. Evaluate by the strategic planning guidance</p>	<p><b>4. Plan Development</b> CONOPS approval by higher Plan wargame Staff identify and resolve shortfalls and issues Plan preparation</p>	<p><b>4. Decision, Execution</b> Compare COAs Provide decision and execution brief Refine plan and issue Execute plan</p>

**Table 1-3. Comparison of ABCA nation's planning processes (continued)**

<i>US MDMP</i>	<i>USMC MCPP (6 Steps)</i>	<i>UK 7Qs/ 6 Steps</i>	<i>CA OPP</i>	<i>AS/ NZ MAP</i>
<b>6. COA Approval</b> Cdr-selected COA and any modifications Refined cdr's intent, CCIRs, and EEFI's Updated assumptions	<b>5. Orders Development</b> Prepare OPLAN or OPORD Conduct reconciliation (internal to staff) and crosswalk (HHQ, subordinates, adjacent).	<b>6. Command's Decision</b>	<b>5. Plan Review</b> Constantly compared against current info for relevancy Progress review Periodic review Produce: -Fragmentary order -Revised OPORD Plan review wargame results Revised OPLAN/ CONPLAN	
<b>7. Orders Production</b> Approved OPLAN or OPORD Subordinates understand the OPLAN or OPORD	<b>6. Transition</b> Transition brief (to subordinates and from G-5 to G-3/5, G-3), drills (rehearsal of concept), other rehearsal types, and confirmation brief from subordinates.	<b>7. Plans Development</b>	<b>6. CONOPS/ OPORD Development</b>	
CCIR Cdr COA CONOPS CONPLAN COS	commander's critical information requirement commander course of action concept of operations concept plan chief of staff	EEFI HHQ IPB OPLAN OPORD	essential element of friendly information higher headquarters intelligence preparation of the battlefield operation plan operation order	

1-9. Table 1-4 on pages 1-10 and 1-11 presents the board and working group matrixes comparison of functions by nation.

**Table 1-4. Board and working group matrix**

<i>CG</i>	<i>US Army</i>	<i>USMC</i>	<i>UK</i>	<i>Canada</i>	<i>Australia</i>	<i>New Zealand</i>
<b>Command</b>	<i>Commander's Update Briefing (CUB)</i>	<i>Commands update brief</i>	<i>Commands update brief (2 x per day)</i>	<i>Commands update brief</i>	<i>Commands update brief</i>	<i>Commands Update Brief (CUB)</i>
		<b>Decisions Briefs</b>	<b>Commands Decision Board</b>	<b>Decisions Briefs</b>	<b>Plans Board</b>	<b>Commanders Planning Group</b>
	<b>Assessment Board</b>	<b>Operational Assessment Working Group</b>		<b>Assessment and Progress Review</b>	<b>Assessment Working Group</b>	<b>Battle Update Assessment</b>
	<b>Knowledge Management / Information Management Working Group</b>	<b>Knowledge / Information Management Working Group</b>	<b>Information Management / Information Exchange Working Group</b>	<b>Information Management Working Group</b>	<b>Knowledge / Information Management Working Group</b>	
		<i>Chief of Staff Synch</i>		<i>Chief of Staff Synch</i>	<i>COFS Synch</i>	<i>Chief of Staff Synch Conf</i>
	<i>Interagency Working Group</i>				<i>Interagency Working Group</i>	
	<i>Rules of Engagement Working Group</i>				<i>Rules of Engagement Working Group</i>	

Table 1-4. Board and working group matrix (continued)

CG	US Army	USMC	UK	Canada	Australia	New Zealand
	Key Leader Engagements Working Group	Key Leader Engagement	Key Leader Engagement	Key Leader Engagement		
	Plans Board			J6 Working Group		
	Civil-Military Operations Working Group	Civil-Military Operations Working Group (Shield?)	"See Act Civil Effect Working Group "		Civil Military Operations Working Group	
				Public Affairs Working Group		
Sense	Intelligence, Surveillance and Reconnaissance Working Group	Collections Management Working Group	ISTAR Management Board	Intelligence, Surveillance and Reconnaissance Synch	Collection Working Group	ISTAR Working Group
	Communications Strategy Working Group			"see command Public Affairs Working Group "	"see command part of Information Operations Working Group "	
			Collection Plan Working Group	J2 Plans and Priorities Synch		
			Target Development Working Group			
	Intelligence Fusion Working Group		Intelligence & Understand Update			
Act – Maneuver	Plans Working Group	Main Planning Group	Plans Synchronisation Working Group	Information Briefs	Plans Working Group	Joint Planning Group (JPG)
	Inform and influence Activities Working Group		Current Ops Internal Update (4 hourly)	Shift Handover Brief 5-35-3 Handovers	Shift Handover Brief 5-35-3 Handovers	
	Information Operations Working Group	Information Operations Working Group		Psychological Operations Synch	Information Operations Working Group	
	Operations Synchronization Working Group			Operations synch		
Act – Maneuver	Improvised Explosive Device Working Group	CIED Working Group	"See shield Counter threat Working Group "	CIED Working Group		Chief of Staff Synch Conf
	Battle Update Brief	C5I Coordination Working Group		Battle Update Brief		Battle Update Brief

Table 1-4. Board and working group matrix (continued)

CG	US Army	USMC	UK	Canada	Australia	New Zealand
	Assessment Working Group	Defense of ATF Working Group		Terrain Management Working Group		
	Military Deception Working Group	<i>Rapid Planning Team</i>				<i>Immediate Planning Group (IPG)</i>
Act – Fires	<b>Targeting Working Group</b>	<b>Targeting Working Group</b>	<b>Target Development Working Group</b>	<b>Targeting Working Group</b>	<b>Joint Effects Working Group</b>	<b>Targeting Working Group</b>
	<b>Joint Targeting Coordination Board</b>	<b>Targeting Board</b>	<b>Target Approvals Board</b>	<b>Targeting Board</b>	<b>Joint Effects &amp; Collection Board</b>	
	Targeting Board	Aviation Coordination Board			Air User Working Group	
		Effects Board	"Civil Effects Working Group? (ie Media/ Civil-Military Cooperation Working Group)"			
		Aviation Support Working Group				
			Influence Activities & Outreach Working Group			
Shield	<b>Protection Working Group</b>	<b>Force Protection Working Group</b>	<b>Protect Working Group</b>	<b>Force Protection Working Group</b>	<b>Force Protection Working Group</b>	
			Engineer Priorities Working Group?	Engineer Priorities Working Group		
			Counter Threat Working Group (eg C-IED/C-IDF)			
			Military Police Working Group?	Detainee Coordination Working Group		
Sustain	<b>Sustainment Working Group</b>	<b>Sustainment Working Group</b>	<b>Logistics Working Group?</b>	<b>Logistics Working Group</b>	<b>Sustainment Working Group</b>	
		PAX/Mail/Cargo Working Group				
			Medical Working Group?	Medical Working Group		
			Equipment Sp Working Group?			
			<i>DCOM Sp Update Brief CSS Conference Call</i>			
	<b>bold</b> = Likely to be common			<i>italics</i> = Out of scope or discussed in battle rhythm		



1-10. Table 1-5 on pages 1-12 and 1-13 presents the coordination centres matrix comparison of functions by nation.

**Table 1-5. Coordination centres matrix**

CG	US Army	USMC	UK	Canada	Australia	New Zealand
Command		Marine Expeditionary Brigade Combat Operations Centre				Tactical Operations Centre (TOC)
Sense		Marine Air-Ground Task Force All-Source Fusion Center (MAFC)		ISTAR Component Command	All Source Cell	"All Source Cell (or Intelligence Fusion Cell)"
Act – Maneuver					Joint Operations Centre	
				Air Component Command Element	Air Space Control and Coordination Element	Air Component Coordination Element
				Maritime Component Command Element	Maritime Operations Centre	Maritime Component Coordination Element
				Info Activities CC		
		Landing Force Operations Center (LFOC)				
Act – Fires		Fire Support Coordination COC		Fire support Component Command	Joint Fires & Effects Coordination Centre	Joint Offensive Support Coordination Centre
		Supporting Arms Coordination Center (SACC)		Airspace Component Command	Air Space Operations Centre	
				Surv Tgt Acq Component Command		
		Tactical Air Command Center (TACC)				
		Direct Air Support Center (DASC)				
		Tactical Air Operations Center (TAOC)				
		Electronic Warfare Coordination Center (EWCC)				



Table 1-5. Coordination centres matrix (continued)

CG	US Army	USMC	UK	Canada	Australia	New Zealand
Shield				Military Police Component Command		
				Engineer support Component Command	EOD Coordination Cell	
Sustain				Medical Component Command	Casualty Regulation & Management Cell	Casualty Regulation Cell
Sustain (continued)	Explosive Hazards Coordination Cell					
		Combat Service Support Operations Center (CSSOC)				
<b>bold</b> = Likely to be common				<i>italics</i> = Out of scope or discussed in battle rhythm		

**ESSENTIAL PROCESSES**

1-11. The two-star HQ requires the following essential processes to operate as a minimum:

- knowledge and information management;
- planning and decision making process;
- targeting process;
- intelligence management process;
- effects assessment;
- battle management process (execution); and
- risk management.

**COMMAND**

1-12. **Description.** Effective C2 requires two distinct elements: a commander who combines the art and science of warfare and his command support element. Command support consists of the combination of personnel, leadership, organizational structure, equipment, and doctrine that assists the commander to control the operation and enables situation awareness (SA) and knowledge for the commander and staff to plan, prepare for, execute, and assess operations.

1-13. Responsibilities of the ABCA command function include the following:

- command the formation;
- establish, organize, and operate a HQ;
- exercise C2 over subordinate forces;
- execute decision making;
- prepare—and when required, modify—plans, orders, and guidance;
- establish appropriate command authorities among subordinates;
- assign tasks, areas of operation (AO), and control measures, as needed;
- prioritize and allocate resources;
- manage risk;
- communicate and maintain the status of information;

- establish and maintain communications;
- establish liaison;
- manage information;
- manage specialist advisors/advice;
- manage national constraints and caveats;
- assess progress toward accomplishing tasks, creating conditions, and achieving objectives;
- coordinate, synchronize, deconflict, and when appropriate, integrate operations and activities of inter-organizational partners; and
- conduct battlespace deconfliction (including spectrum management).

## SENSE

1-14. **Description.** Sense is the function that provides the commander with knowledge. This function integrates those assets that collect information and then provides analysis to produce knowledge and understanding, which is then disseminated.

1-15. Responsibilities of the ABCA sense function include the following:

- plan and direct, to include manage counterintelligence (CI) activities that protect against espionage, sabotage, and assassinations;
- collect data;
- process and exploit collected data to produce relevant information;
- analyze information and production of intelligence;
- disseminate and integrate intelligence with operations;
- evaluate and provide feedback regarding intelligence effectiveness and quality;
- complete a battlefield area evaluation/battle damage assessment (BDA); and
- provide the data to generate the common operating picture.

## ACT

1-16. Act consists of two components, maneuver and fires. Some nations treat these as separate functions.

### Maneuver

1-17. The maneuver function moves and employs forces to achieve positional advantage. Direct fire and close combat are inherent in maneuver.

1-18. Responsibilities of the ABCA maneuver function include the following:

- deploy, shift, regroup, or move formations within the operational area by any means or mode (such as air, land, or sea); and
- provide mobility for forces to facilitate their movement and maneuver without delays caused by terrain or obstacles.

### Fires

1-19. The fires function is the related task and systems that provides collective and coordinated use of indirect fires, air and missile defense, and joint fires through the targeting process.

1-20. Responsibilities of the ABCA fires function include the following:

- conduct targeting; and
- interdict enemy capabilities. Interdiction diverts, disrupts, delays, or destroys the enemy's military surface capabilities before they can be used effectively against friendly forces, or to otherwise achieve their objectives.

## SHIELD

- 1-21. **Description.** Shield is the function that provides for the protection of a force's survivability and freedom of action.
- 1-22. Responsibilities of the ABCA fires function include the following:
- provide air and missile defense;
  - provide physical security for forces and means;
  - conduct defensive countermeasure operations;
  - provide chemical, biological, radiological and nuclear (CBRN) defense;
  - conduct operations security (OPSEC), computer network defence (CND), information assurance (IA), defensive electronic attack (EA), and electronic protection activities;
  - secure and protect forces, bases, joint support areas (JSA), and lines of communication (LOC);
  - conduct personnel recovery (PR) operations;
  - mitigate the effects of chemical, biological, radiological, and nuclear (CBRN) threats and hazards through weapons of mass destruction (WMD) consequence management;
  - conduct combat identification;
  - provide emergency management and response capabilities and services; and
  - provide provost services.

## SUSTAIN

- 1-23. **Description.** Sustain is the function that integrates strategic, operational, and tactical levels of support to generate and maintain force capability.
- 1-24. Responsibilities of the ABCA sustain function include the following:
- coordinate the supply of food, fuel, arms, munitions, and equipment;
  - provide for maintenance of equipment;
  - coordinate and provide support for forces, including field services, personnel services support, health service support (HSS), mortuary affairs, religious ministry support, postal support, financial support, and morale, welfare, and recreational support;
  - build and maintain sustainment bases;
  - assess, repair, and maintain infrastructure;
  - acquire, manage, and distribute funds;
  - provide common-user logistics support to other government agencies (OGAs), nongovernment organizations (NGOs), international government organizations (IGOs) and other nations;
  - establish and coordinate movement services;
  - establish detention compounds and sustain detainee operations;
  - conduct reception, staging, onward movement, and integration (RSOI) for HQ staff;
  - conduct reconstitution/retrograde of equipment/theater closure;
  - coordinate host-nation support (HNS); and
  - contract management and coordination.

## INTEGRATION

- 1-25. Integration is the activity that translates commander's intent into tactical activity by coordinating the output of functional branches. Integration synchronizes, coordinates, and controls current operations while planning for future activity on short-, mid-, and long-term planning horizons. One branch will be designated as the lead integrator for all the functional branches. Figures 1-1 and 1-2 show how the integration of functions are essential to the HQ performing its role.
- 1-26. There are three integrating branches:
- Current operations.

- Future operations.
- Plans.

**CURRENT OPERATIONS**

1-27. The current operations branch is the focal point for the execution of the operations. This involves assessing the current situation while regulating forces and functional branches in accordance with the mission, commander’s intent, and concept of operations.

**FUTURE OPERATIONS**

1-28. The future operations branch is responsible for planning operations in the mid-range planning horizon. It conducts detailed planning for the next phase of the operation, it develops and maintains branch plans, and it may support the current operations branch through crisis action planning for events that exceed the capacity of the current operations branch staff.

**PLANS**

1-29. The plans branch is responsible for planning operations beyond the scope of the current order by developing plans and orders, including branch plans, sequels, and assessment of the achievement of those plans.

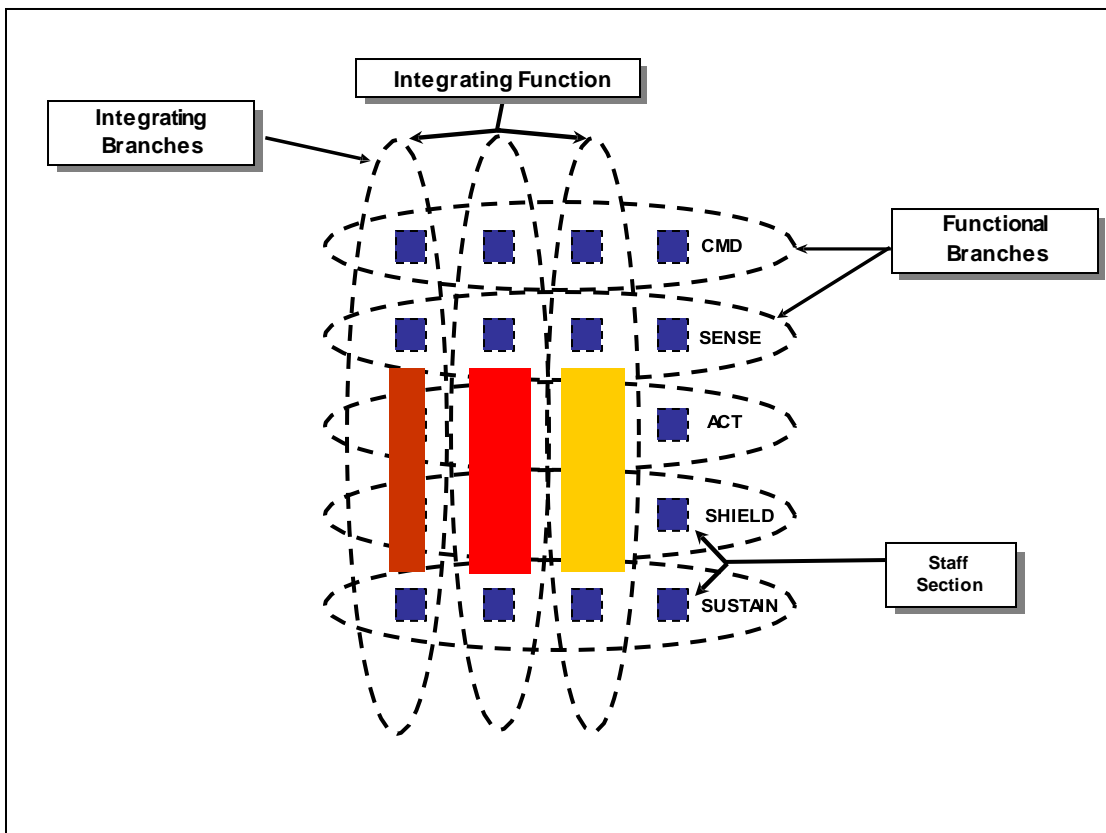


Figure 1-1. Integrating functions

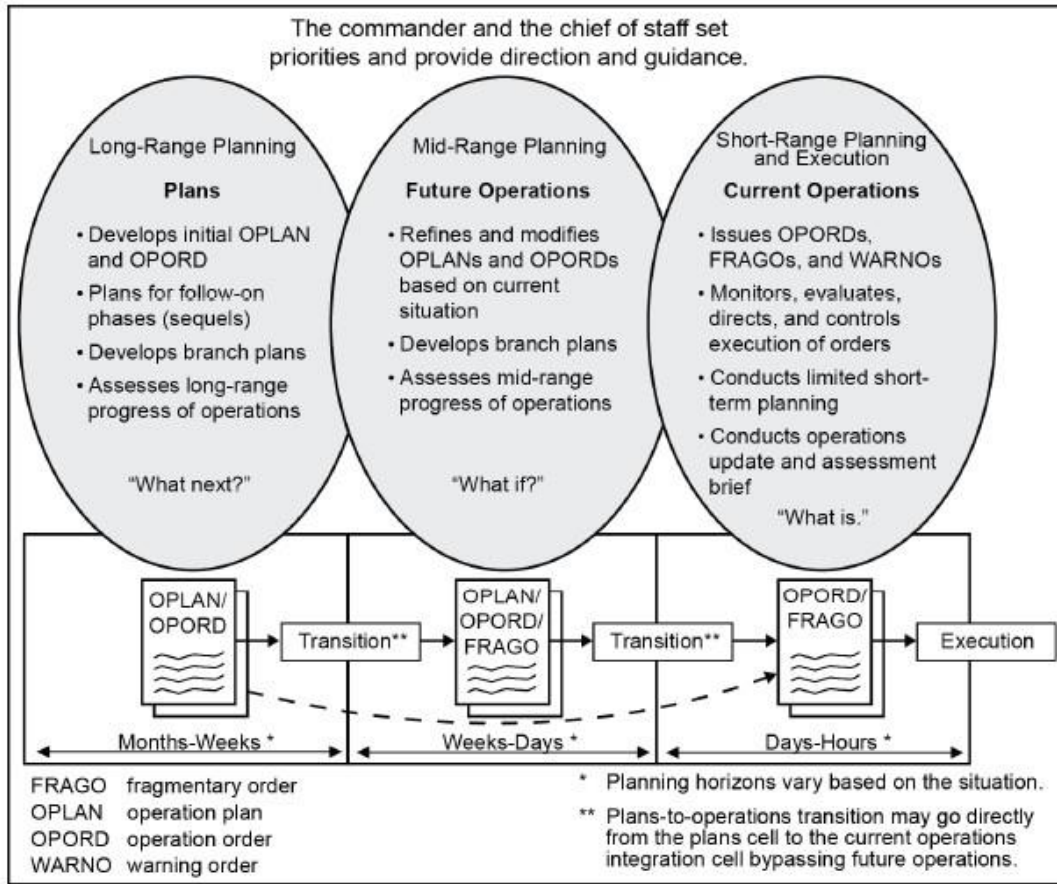


Figure 1-2. Indicative integrating process

## OPERATIONAL ARCHITECTURE

1-30. As ABCA Armies establish a 2-Star operational framework, the coalition requires identification of high priority information exchange/information flows between the 2-Star Headquarters and the coalition brigades. The operational architecture database is a searchable database of what information exchanges are expected between the 2-Star HQ and the coalition brigades. For example, an ABCA 2-Star HQ planner can use this database to determine what information exchanges they can expect between a 2-Star HQ G3/J3 role and a brigade S3 role and will be able to determine the producer and potential consumers of the information. The information exchanges then assist the C2 system and network planners develop their technical architecture on how the information will be exchanged between the coalition partners. The database will be available on CD and provided to the national coordinators for distribution and will be available on the APAN web site once the ABCA program office completes APAN planning.

## APPLICABLE ABCA/NATO PUBLICATIONS/STANDARDS

### ABCA

- Publication 354. *ABCA Analysis Handbook.*
- Publication 256. *Coalition Health Interoperability Handbook.*
- Publication 292. *Coalition Engineer Handbook.*
- Publication 323. *Coalition Logistics Handbook.*

Publication 325. *Coalition Intelligence Handbook*.  
Standard 1030. *Staff Planning Data Requirements*.  
Standard 2020. *Coalition Logistics Planning Guide (CLPG)*.  
Standard 2092.

## NATO

AAP-6. *NATO Glossary of Terms and Definitions*.  
AAP-19. *NATO Engineer Glossary*.  
AAP-21. *NATO Glossary of NBC Terms and Definitions*.  
AJP-01(C). *Allied Joint Operations*.  
AJP-1. *Allied Joint Doctrine*.  
AJP-2. *Allied Joint Intelligence, Counterintelligence, and Security Doctrine*.  
AJP-3. *Allied Doctrine for Joint Operations*.  
AJP-3.1. *Allied Joint Maritime Operations*.  
AJP-3.3. *Joint Air and Space Operations Doctrine*.  
AJP-3.3.2. *Air Interdiction and Close Air Support*.  
AJP-3.3.5. *Doctrine for Joint Airspace Control*.  
AJP-3.4. *Non-Article 5 Crisis Response Operations*.  
AJP-3.5. *Allied Joint Doctrine for Special Operations*.  
AJP-3.8. *Allied Joint Doctrine for NBC Defense*.  
AJP-3.9.2. *Land Tactical Targeting Procedures*.  
AJP-3.10. *NATO Information Operations Doctrine*.  
AJP 3.14. *Allied Joint Doctrine for Force Protection*.  
AJP-4. *Allied Joint Logistics Doctrine*.  
AJP-9. *NATO Civil-Military Co-operation (CIMIC) Doctrine*.  
APP 12. *NATO Military Police Doctrine and Procedures*.

## ALLIED TACTICAL PUBLICATIONS (ATPs)

ATP-1. *Allied Maritime Tactical Instructions and Procedures*.  
ATP-3.2. *Land Operations*.  
ATP-3.2.1. *Allied Land Tactics*.  
ATP-3.2.1.1. *Guidance for the Conduct of Tactical Stability Activities and Tasks*.  
ATP-3.2.2. *Command and Control of Allied Land Forces*.  
ATP-3.3.2.1(C). *Tactics, Techniques and Procedures for Close Air Support and Air Interdiction*.  
ATP-3.3.3.1. *Air Maritime Co-Ordination Procedures*.  
ATP-3.8.1 Volume 2. *Specialist NBC Defence Capabilities*.  
ATP-8(B) Volume 1. *Doctrine for Amphibious Operations*.  
ATP-8(B) Volume 2. *Tactics, Techniques and Procedures for Amphibious Operations*.  
ATP-45(D). *Warning and Reporting and Hazard Prediction of Chemical, Biological, Radiological and Nuclear Incidents (Operators Manual)*.  
ATP-49(F(1)). *Use of Helicopters in Land Operations Doctrine*.  
ATP-72(A). *Interservice Explosive Ordnance Disposal Operations on Multinational Deployments*.  
ATP-73 Volume 1. *Military Search*.  
ATP-3.8.1 Volume 1. *Conduct of NBC Defence in Operations*.

ATP-3.9.2. *Land Targeting.*

ATP-8. *Doctrine for Amphibious Operations.*

ATP-31. *NATO Above Water Warfare Manual.*

ATP-40. *Doctrine for Airspace Control in Times of Crisis and War.*

ATP-42. *Counter Air Operations.*

ATP-45. *Reporting Nuclear Detonations, Biological and Chemical Attacks, and Predicting and Warning of Associated Hazards and Hazard Areas (Operators Manual) (NATO).*

ATP-47. *Handbook for Air Reconnaissance Tasking and Reporting.*

ATP-49(D) Volume I. *Use of Helicopters in Land Operations - Doctrine.*

ATP-49(D) Volume II. *Use of Helicopters in Land Operations - Tactics, Techniques and Procedures.*

MC 296/1. *NATO Geospatial Policy.*

*NATO Geospatial Support Planning Guide.*

## Chapter 2

# U.S. Army Division Headquarters Organization

This chapter explains the role of Army division in command of land forces. It includes the organization of division, its staff, headquarters, and command posts.

## THE ROLE OF THE DIVISION

2-1. The United States (U.S.) Army division operates as an echelon between the Army corps and subordinate brigades, battalions, and other detachments. The division employs brigades to fight battles and engagements. Division headquarters conduct large-scale land operations employing subordinate organizations as their base as part of a campaign and execute operational-level actions to achieve strategic results.

2-2. As a tactical echelon of command, the division is organized, manned, trained and equipped to—

- Command two to five brigade combat teams (BCTs) together with supporting brigades, battalions and other detachments.
- Task-organize subordinate units and specify the command or support relationships needed.
- Set the conditions for employment of its brigades.
- Control and synchronize the tactical actions of subordinate units.
- Allocate resources.
- Designate and shift the main effort as required.
- Forecast operational requirements.
- Establish priorities of support.
- Exercises ADCON over subordinate forces.
- Direct Army aviation in interdiction operations.
- Mass fires and other effects.
- Control up to brigade-sized air assaults.
- Establish temporary bases along lines of operations or in an area of operations.
- Perform all the doctrinal responsibilities of having an assigned area of operations (AO):
  - Terrain management.
  - Movement control.
  - Clearance of fires.
  - Area security.
  - Civil affairs.
  - Personnel recovery.
  - Information collection.
  - Airspace control.

2-3. The roles of the division include:

- Serving as a tactical headquarters in campaigns and major operations, under the operational control (OPCON) of a U.S. Army corps, a U.S. Marine expeditionary force (MEF) or a multinational headquarters.
- Serving as the joint and multinational land component headquarters under a joint task force (JTF) in crisis response and contingency operations, with augmentation.



- Serving as a JTF headquarters (with augmentation) for limited contingency operations.
- Serving as the Army component command (ARFOR) within a JTF in crisis response and contingency operations.

2-4. When the division headquarters is the ARFOR, joint land forces component command, or joint task force headquarters, in a joint operations area for small-scale operations, the division headquarters requires significant Army and joint augmentation.

2-5. The ARFOR is the Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. The Army component of the unified combatant command is an Army Service component command (ASCC), and the Army component of the subordinate joint force is an ARFOR.

2-6. The ARFOR consists of the senior Army commander not designated as the joint force commander, the commander's associated headquarters, and all Army forces attached to the joint task force. All joint task forces that include Army forces have an ARFOR, because the Service component provides administrative control (ADCON) – that includes logistics and other Service functions support) to all Army forces within a joint operations area, whether those forces have a command or support relationship with the ARFOR headquarters. For example, an air and missile defense brigade that is OPCON to the joint force air component command (JFACC), has an ADCON relationship with the ARFOR headquarters.

2-7. Army division commanders exercise mission command of Army forces through mission command. (The U.S. Army uses the term mission command as both a warfighting function, and as a philosophy of command.) *Mission command* [the philosophy] is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations. Mission command emphasizes centralized intent and dispersed execution through disciplined initiative. This precept guides leaders toward mission accomplishment.

2-8. The size, composition, and capabilities of the forces task-organized under the division headquarters are determined by the role of the headquarters (tactical headquarters, ARFOR, joint force land component command, or JTF), the mission assigned, and an operational environment (described by either operational variables or mission variables). Task organization may vary between division headquarters involved in the same joint campaign and may change from one phase of that campaign to another. If the division is a JTF, its subordinates are Service or functional components. Otherwise they are Army organizations.

**Operational variables** are information categories used to describe an operational environment: political, military, economic, social, information, infrastructure, physical environment, and time (known as PMESII-PT).  
**Mission variables** are categories of specific information needed to conduct operations: mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (known as METT-TC).

2-9. As a tactical headquarters, ARFOR, or joint force land component command (JFLCC), the division headquarters commands a variable number of subordinate BCTs, multifunctional and functional brigades, and other supporting forces. For major combat operations, it requires one of each type of multifunctional brigades to have available all the capabilities required to conduct combined arms operations. It may require function brigades, or individual battalions to reinforce the basic capabilities.

2-10. Organizations normally subordinate to the division headquarters are:

- **BCTs** that maneuver against, close with, and destroy the enemy. BCTs seize and hold key terrain, exerting constant pressure, and breaking the enemy's will to fight.
- **Multifunctional and functional brigades:**
  - Field artillery brigade that conducts operations to provide shaping and decisive fires for the division.
  - Combat aviation brigade that is the primary integrator of aviation assets within the division.
  - Battlefield surveillance brigade that collects information that answers the division commander's critical information requirements—specifically priority information requirements—and other information based on the priorities established by the division.

- Maneuver enhancement brigade that receives and controls forces that provide protection, mobility, and countermobility.
- Sustainment brigade that provides logistics to the brigades of the division on an area basis. This support includes, but is not limited to, the provision of supplies, field services, as well as field and sustainment level maintenance.
- Functional (single branch) brigades—such as engineers, CBRN defense, military police, and intelligence, and branch pure battalions may also be task-organized to the division.
- **Separate units and other forces** that contribute to the division role and are attached or OPCON. These consist of a civil affairs battalion; a tactical military information support company; an explosive ordnance disposal battalion or company; chemical, biological, radiological, and nuclear (CBRN) units; special operations forces; a military history detachment; and a mobile public affairs detachment.

2-11. Normally, BCTs and multifunctional brigades have a command relationship with the division headquarters (assigned, attached, or under operational control or tactical control). Functional brigades have a command relationship with the division headquarters, or have a support relationship (direct support or general support), or support friendly forces on an area basis. Normally sustainment and medical units supporting the division headquarters and the forces task-organized under it provide support on an area basis. Sometimes these sustainment and medical units and forces are placed under OPCON or tactical control to the division headquarters when mission variables make a command relationship more practical and effective.

2-12. Mission command at the division level depends upon a complete understanding of the chain of command, support responsibilities, and geographic responsibilities. Division commanders designate task organization, command and support relationships, assign areas of operations, and designate minimum essential control measures to ensure subordinate and supporting commanders understand their roles in the operation and support the division commander's intent. The order then clearly states the mission, intent, and concept of operations. Regardless of the nature of the mission, the G-3 transmits changes to any of these to every unit in the division and receives a formal acknowledgement from the subordinate unit. The current operations integrating cell tracks each transmission and receipt. Commanders consider four related guidelines organizing the division for decisive action:

- The BCTs are organized, trained, and equipped to fight as a combined arms force. The division commander normally reinforces the BCT with capabilities from the multifunctional support brigades and adjusts the tasks assigned to the BCT accordingly. The division may temporarily detach one of the BCT's organic battalions. For example, the division may place a Stryker battalion from an armored brigade OPCON to a maneuver enhancement brigade as a tactical combat force.
- Multifunctional support brigades are more effective when they operate as they organized and trained. The division commander maintains the tailored organization of multifunctional support brigades until tactical circumstances require temporary reallocation of subunits.

2-13. When the mission assigned to a particular BCT or the combat aviation brigade requires more combat power than what is organic to that unit, the division commander may decrease the size the subordinate brigade AOs so that the size of their AO more closely conforms to their area of influence. Conversely, the commander adds combat power to the BCT or combat aviation brigade CAB by placing a battalion with supporting slice from another BCT, a multifunctional support brigade, or a functional brigade temporarily under its command. Considerations concerning other warfighting functions, especially for sustainment, may preclude multiple reorganizations of attached BCT and combat aviation brigade (CAB) internal structures.

2-14. As a tactical echelon of command, the division headquarters arranges multiple tactical actions of its subordinates in time, space, and purpose to achieve significant military objectives. The division headquarters coordinates and synchronizes the tactical actions of subordinate brigades and directs them toward a common purpose or higher order objective. The division headquarters leverages joint force capabilities and conducts shaping operations within its AO to establish favorable conditions for the success of its main effort or decisive operation. Sustainment and medical forces and functional units (military police, engineer, air and missile defense, and military intelligence) provide support in accordance with priorities established by the supported division headquarters commander. The historical designations of the division headquarters, such as the 1st

Cavalry Division, 10th Mountain Division, or 82nd Airborne Division do not necessarily reflect the capabilities of the subordinate forces task-organized under them. See figures 2-1, 2-2, and 2-3 for typical division organizations.

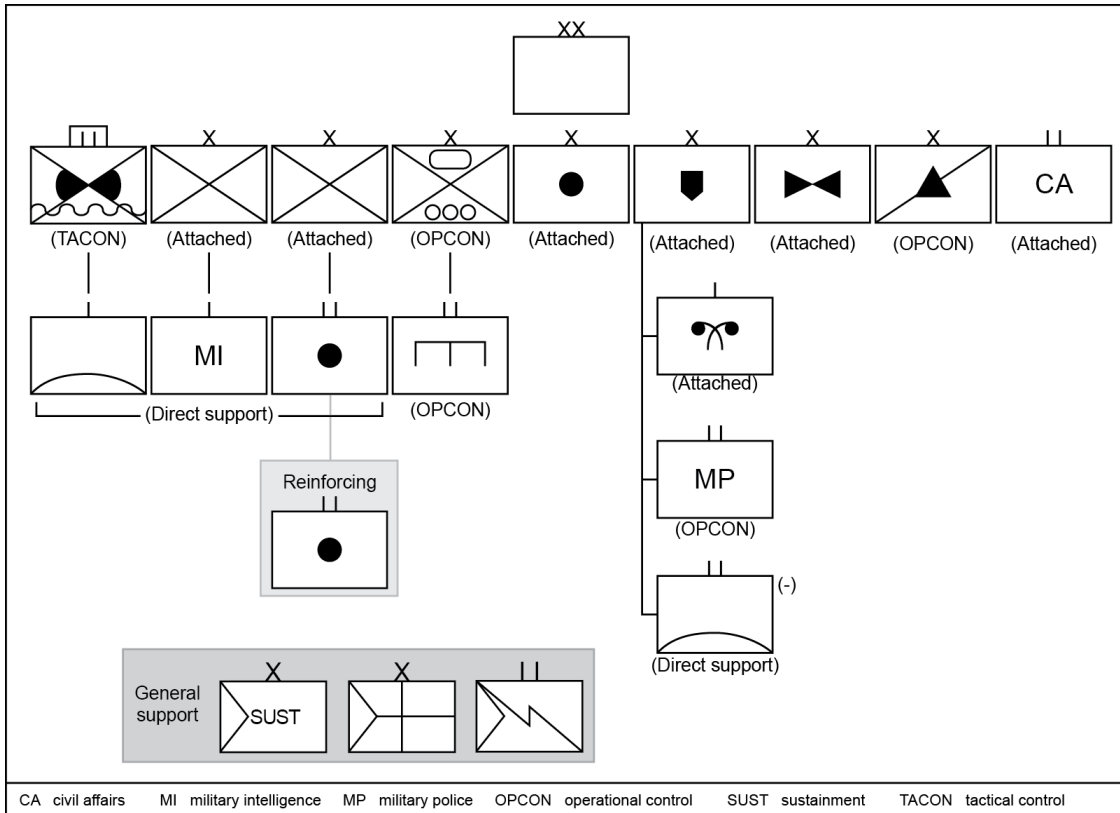


Figure 2-1. Typical units subordinated to the division for major combat operations

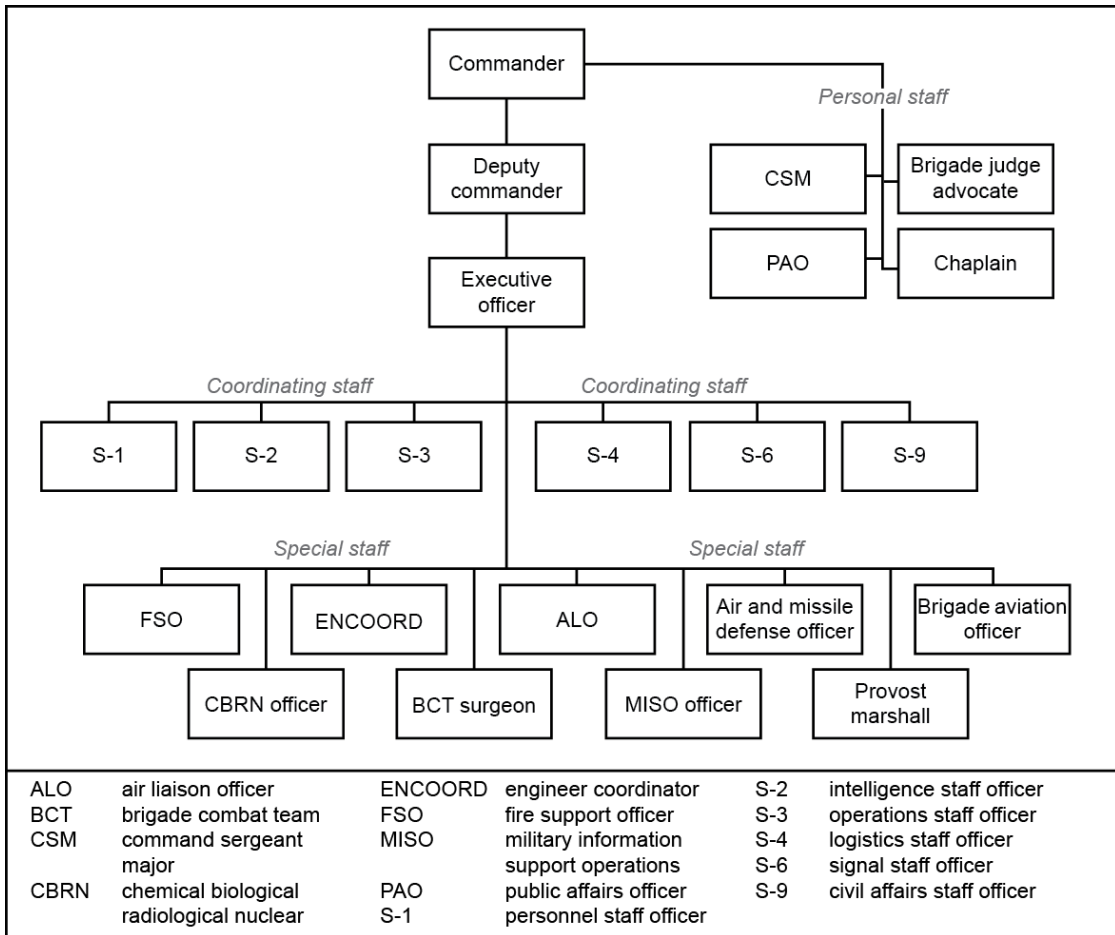
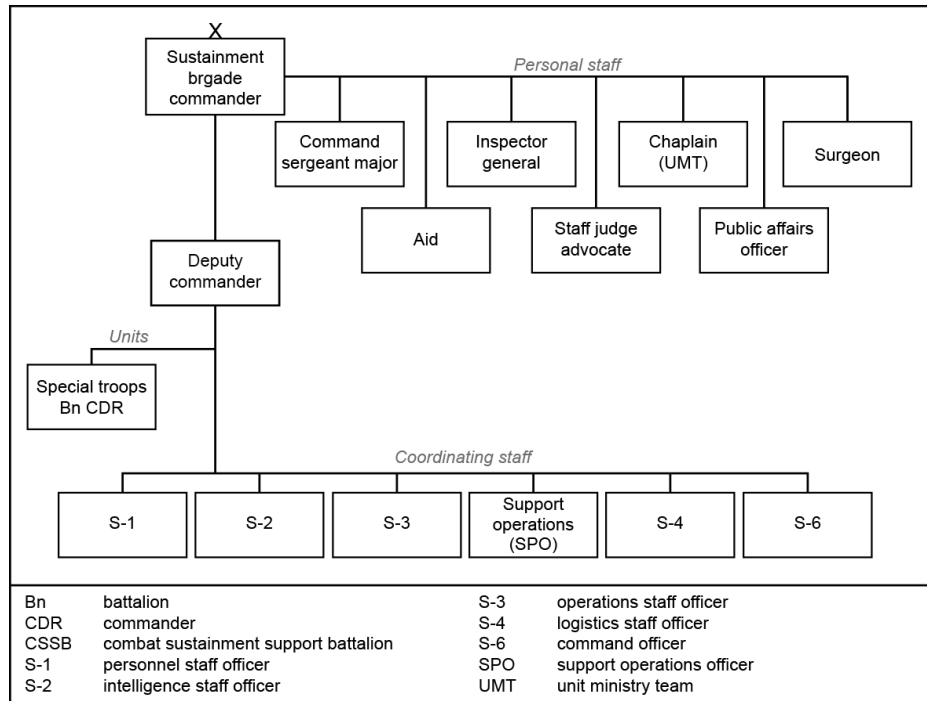


Figure 2-2. Typical staff organization of a maneuver brigade

Figure 2-3. Typical staff organization of a sustainment brigade



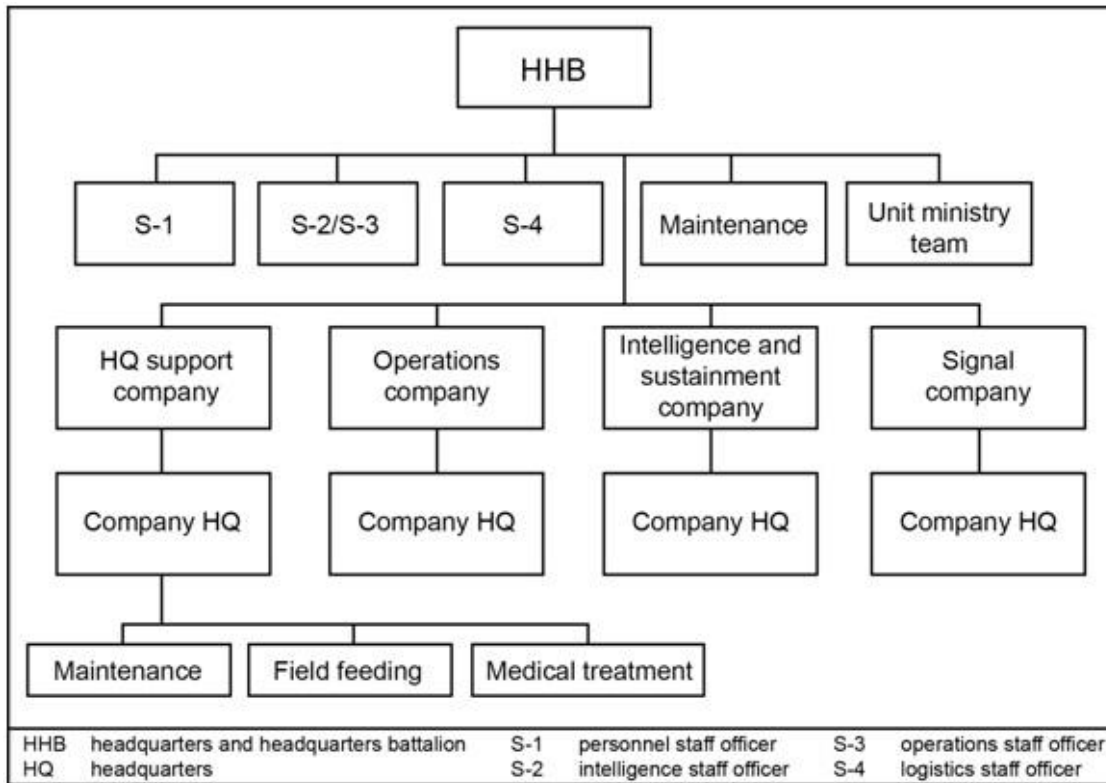
## ORGANIZATION OF THE DIVISION HEADQUARTERS

2-15. The division headquarters is a self-contained organization with two command posts, a mobile command group, and a fully functional staff. This staff requires only a fire support element from the division artillery to provide functional staff capabilities for their primary role. The headquarters has no organic troops other than their headquarters and headquarters battalion.

### HEADQUARTERS AND HEADQUARTERS BATTALION

2-16. The headquarters and headquarters battalion (HHB) provides administrative, sustainment (to include medical, maintenance, and food service), communications, and transportation support to the division headquarters in garrison and when deployed for operations. It has four companies: a headquarters support company, a network support company, an operations company, and an intelligence and sustainment company. The HHB task-organizes its organic communications, life support, and transportation assets to meet the command post requirements. See figure 2-4. The band, when assigned, is attached to the headquarters support company.

Figure 2-4. Headquarters and headquarters battalion



**COMMAND POSTS**

2-17. When deployed, the division headquarters is organized with a main command post, tactical command post, and mobile command group. The division headquarters organizes and distributes staff personnel and equipment between the command posts as required by the operational variables.

2-18. Command posts require security from a military police company, task-organized elements from a supporting brigade, or personnel task-organized from within the HHB.

**Main Command Post**

2-19. The main command post (see figure 2-5 on page 2-8) is the locus for control of operations and has responsibility for controlling the execution of the current operation and continuously planning future operations. All warfighting functions are represented on the staff (see table 2-1 on page 2-9). Unless tactical conditions dictate otherwise, the main command post serves as the location for staff support to the division headquarters, including legal support, interagency coordination, and virtual links to knowledge centers in the United States and overseas. The chief of staff is the senior officer responsible for the main command post. The main command post has organic transportation and signal support but requires more time to set up and tear down than the tactical command post or mobile command group. Although deployable, the main command post has less than 50 percent organic tactical mobility. This means that the main command post requires multiple lifts to displace itself or external transportation support to displace in a single lift. The main command post can operate from a home station, from an intermediate staging area, or within the joint operations area, depending on mission variables.

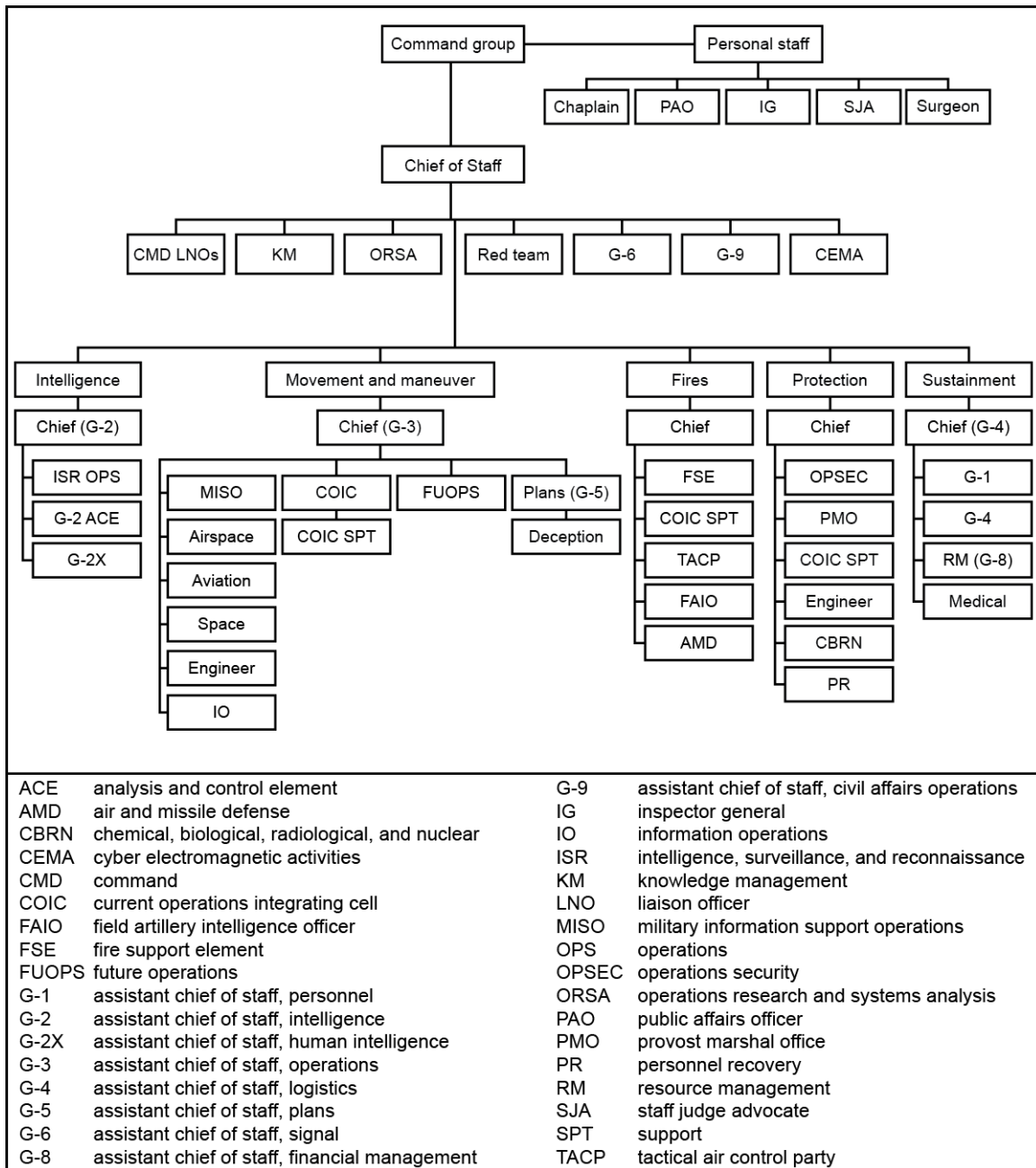


Figure 2-5. Main command post

**Table 2-1. Warfighting functions and their tasks**

<b><i>Mission Command Warfighting Function</i></b>	<b><i>Sustainment Warfighting Function</i></b>
Conduct the operations process: plan, prepare, execute, and assess. Conduct knowledge management and information management. Synchronize Information-Related Capabilities Conduct cyber electromagnetic activities Conduct military deception Conduct civil affairs operations Install, operate, and maintain the network. Conduct airspace control. Conduct information protection.	-Conduct logistics. -Provide personnel services. -Provide health service support. <b>Logistics</b> -Design, develop, acquire, store, move, distribute, maintain, evacuate, and dispose of materiel -Acquire or build, maintain, operate, and dispose of facilities. -Acquire or furnish services. <b>Personnel Services</b> -Human resources support. -Financial management. -Legal support -Religious support. -Band support. <b>Health Service Support</b> -Organic and area medical support -Hospitalization (to include treatment of chemical, biological, radiological, and nuclear patients). -Dental treatment. -Behavioral health and neuropsychiatric treatment. -Clinical laboratory services. -Medical evacuation (to include en-route care and medical regulating). -Medical logistics (to include blood and blood products).
<b><i>Movement and Maneuver Warfighting Function</i></b>	
Deploy. Move. Maneuver. Employ direct fires. Occupy an area. Conduct mobility and countermobility operations. Conduct reconnaissance and surveillance. Employ battlefield obscuration.	
<b><i>Intelligence Warfighting Function</i></b>	
Support force generation Support situational understanding Provide intelligence support to targeting and information capabilities. Collect information	
<b><i>Fires Warfighting Function</i></b>	<b><i>Protection Warfighting Function</i></b>
Deliver fires (Army indirect fires, air and missile) Integrate all forms of Army, joint, and multinational fires. Conduct targeting.	Conduct operational area security Employ safety techniques (including fratricide avoidance) Implement operations security Implement physical security procedures. Provide intelligence support to protection. Implement information protection Apply antiterrorism measures Conduct law and order. Conduct survivability operations Provide force health protection Conduct chemical, biological, radiological, and nuclear operations Provide explosive ordnance disposal and protection support Coordinate air and missile defense Conduct personnel recovery operations Conduct internment and resettlement.

**Tactical Command Post**

2-20. The tactical command post serves as an alternate command post to support a variety of requirements. See figure 2-6. It may be employed as an advance party or early entry command post or as the alternate command post to control operations during main command post displacement. It may be used to control



independent lines of operation, functional lines of effort, or shaping operations for a limited time. It may be used to reinforce the staff capacity and provide additional command post facilities for the main command post when not deployed separately, or it may remain organized as a separate command post to facilitate rapid deployment when alternate command post capability is required. The tactical command post has a limited planning capability and may receive additional augmentation from the main command post. The tactical command post is task-organized with signal, security, and life support from the HHB. It has 100 percent organic ground tactical mobility and all equipment is transportable by a C-130 or by sling-load from a CH-47 or UH-60.

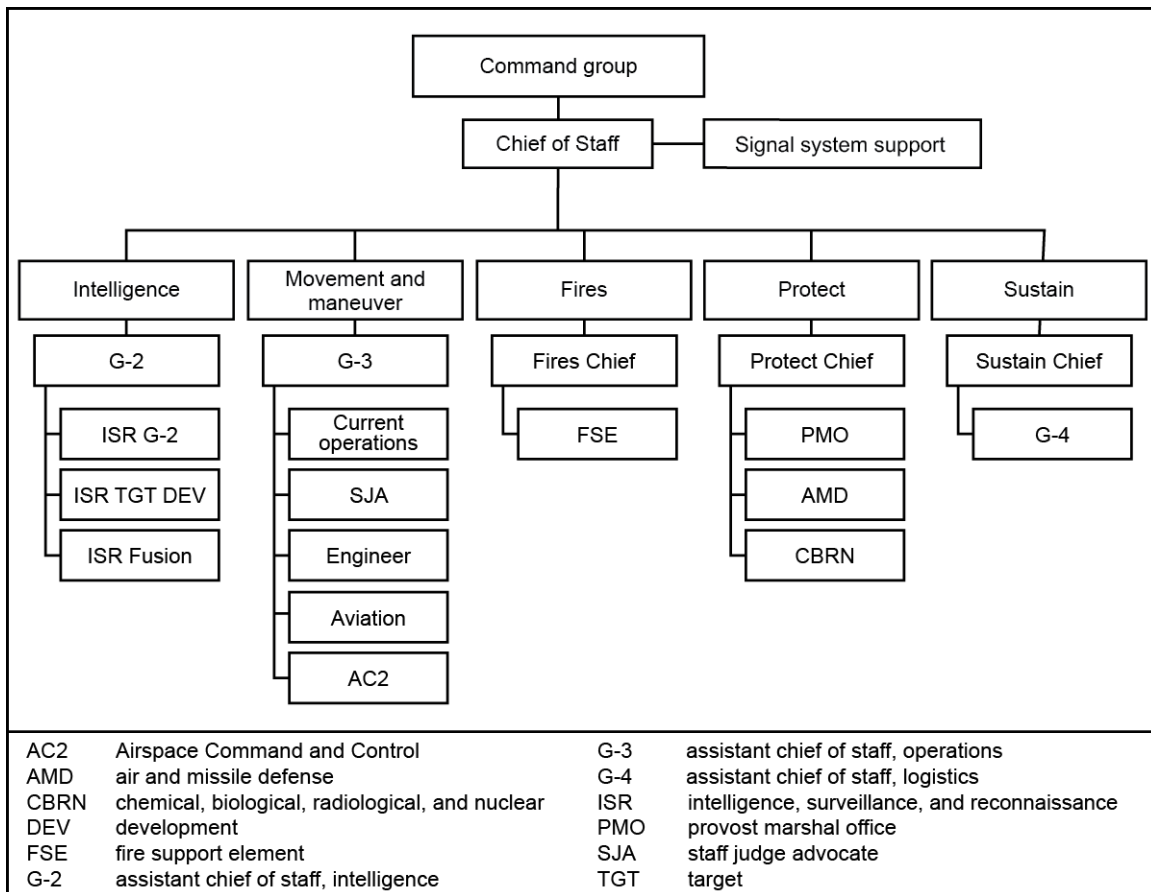


Figure 2-6. Tactical command post

**Mobile Command Group**

2-21. The mobile command group provides a capability for the commander to maintain situational awareness and effectively command while on the move anywhere within the area of operations. It effectively untethers the commander or the assistant division commanders from the limitations of a fixed command post, allowing them to maintain overall situational awareness while seeing conditions on the ground firsthand and exercising leadership at critical points and times. The mobile command group has organic ground tactical vehicles equipped with mission command systems. It normally moves with a small security force based on the threat. The mobile command group does not have an assigned staff; the commander selects members from the main command post based on the situation. If task-organized to the division, an aviation brigade provides UH-60 helicopters equipped with the Army Airborne Command and Control System to transport the mobile command group. The mobile command group is task-organized with required security and communications assets when operating separately from another command post.

## COMMAND POST EMPLOYMENT

2-22. The commander determines whether to deploy command posts in echelon in order to facilitate command of the operation. When the division headquarters deploys to conduct operations, they normally establish and operate from a single main command post. The tactical command post may deploy first to establish an initial command post capability while the main command post deploys and sets up. Once the main command post is fully operational, the commander transfers control from the tactical command post to the main command post and exercises mission command from the main command post. The tactical command post is then employed. Alternatively, the commander may determine that echeloning the tactical and main command posts provides greater flexibility for mission command. In that case, the commander usually assigns an assistant division commander to supervise the tactical command post while the division commander exercises command from the main command post. The command post where the commander is physically located normally controls the operation.

## DIVISION HEADQUARTERS STAFF STRUCTURE

2-23. The division headquarters consists of the commander, two assistant division commanders, and staff. See figure 2-7. The two assistant division headquarters commanders support the commander. The division commander specifies and assigns responsibility for tasks to the assistant division commanders. Normally one assistant division commander is the senior officer in the main command post responsible for supervising the execution of current operations. Both assistant division commanders prepare to execute operations from the tactical command post or mobile command group, as directed by the commander. The assistant division commanders do not have their own staffs but can request staff assistance at any time. They may supervise or control certain staff elements based on responsibilities assigned by the commander. Additional duties of the assistant division commanders may include:

- Assume the commander's duties.
- Provide control of reception, staging, onward movement, and integration activities.
- Coordinate directly with host-nation partners.
- Provide command of multinational forces under division control.
- Supervise forecasting sustainment requirements and coordinate priorities with supporting sustainment units.
- Supervise specific shaping operations, such as a vertical envelopment, a gap crossing, or an amphibious operation.
- Serve as the chairman of a joint targeting or coordination board established by the headquarters if a division headquarters or division headquarters serves as a base for a joint task force or joint land forces component command headquarters.
- Supervise troops provided by the higher headquarters that are not subordinated to a brigade or division headquarters.

2-24. Under certain conditions, including when the division headquarters serves as the base for a joint task force, joint land forces component command, or a multinational force, the division commander may appoint a deputy commander from another Service or nation.

## COMMANDER

2-25. Commanders are responsible for all their staffs do or fail to do. A commander cannot delegate this responsibility. The final decision, as well as the final responsibility, remains with the commander. When commanders assign a staff member a task, they delegate the authority necessary to accomplish it. Commanders provide guidance, resources, and support. They foster a climate of mutual trust, cooperation, and teamwork.

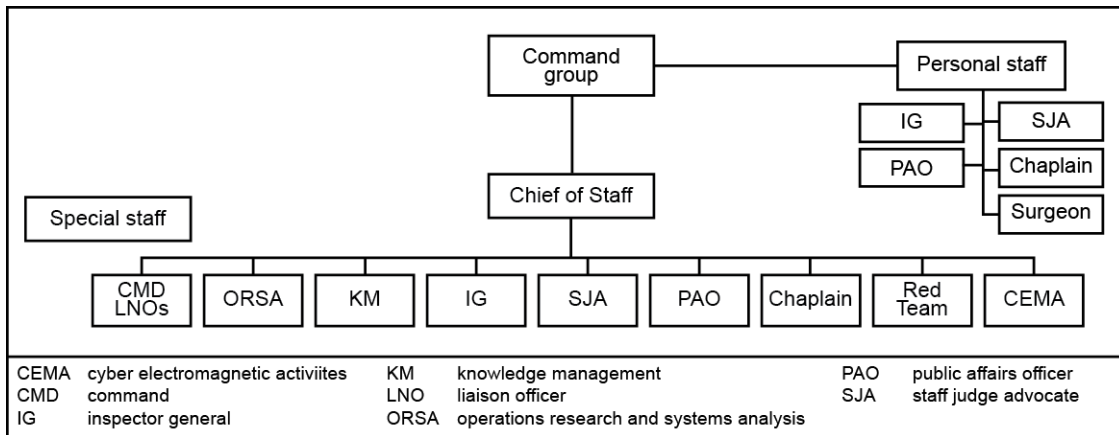


Figure 2-7. Headquarters staff

**ASSISTANT DIVISION COMMANDERS**

2-26. The commander determines the duties and responsibilities of the assistant division commanders. These duties and responsibilities are formally declared and outlined in a memorandum signed by the commander. The assistant division commander extends the commander’s span of control in areas and functions as the commander designates. The assistant division commander’s specific duties vary from division to division.

**STAFF**

2-27. The staff comprises the chief of staff, coordinating staff, personal staff, special staff, staff augmentation, and functional liaisons. Staff personnel assist commanders in the operations process. They organize into sections by area of expertise under a coordinating, special, or personal staff officer. Staff sections organize in one of the functional or integrating command post cells as required to coordinate their activities discussed later in this chapter. Command post cells meet in working groups and boards established by the unit’s battle rhythm.

**Chief of Staff**

2-28. The chief of staff is the principal integrator of the staff’s actions. The commander delegates supervision of the staff to the chief of staff. The chief of staff directs, supervises, and trains the staff. He ensures disciplined input to the commanding general. The chief of staff is a key advisor to the commanding general, transmitting and sharing information and insights.

2-29. The chief of staff directly supervises the functional cell chiefs, the principal coordinating staff officers, and those special staff elements that are not placed under the staff supervision of a primary coordinating staff officer. The chief of staff also directs the administrative and sustainment support activities of the HHB in garrison or when deployed for operations. The chief of staff normally remains at the main command post.

**Coordinating Staff**

2-30. The coordinating staff officers are assistant chiefs of staff. They report to the chief of staff and have staff section responsibilities in addition to their roles in the functional and integrating cells in the main and tactical command posts. Coordinating staff officers advise, plan, coordinate, and supervise actions within their areas of expertise. They also exercise planning and supervisory authority over designated special staff officers

### **Personal Staff**

2-31. The personal staff officers advise the commander, provide input to orders and plans, and interface and coordinate with entities external to the headquarters. They perform special assignments as directed by the commander. Army regulations and public law establish special relationships between certain staff officers and the commander. Additionally, the command sergeant major and aides are part of the commander's personal staff.

### **Special Staff**

2-32. Special staff officers and sections provide specialized functional support to commanders and other staff members. The number of special staff officers and their duties varies depending on the situation and capabilities available to the division commander. Special staff sections are organized according to professional or technical responsibilities and include liaison officers. The commander delegates planning and supervisory authority over most special staff functions to a coordinating staff officer. Although special staff sections may not be integral to a coordinating staff section, they usually share areas of common interest and habitual association.

### **Staff Augmentation**

2-33. Some situations require teams and detachments with special expertise to facilitate mission accomplishment and augment the division headquarters. Available capabilities include cyber electromagnetic activities support, civil affairs operations, space support, combat camera, operational law, internment and resettlement, history, and public health.

### **Functional Liaison and Others**

2-34. Functional liaison teams work with organizations—such as intelligence, cyber electromagnetic activities, signal, and sustainment—that provide services to the division headquarters. Higher, lower, and subordinate headquarters exchange command liaison teams. Host-nation and other nonmilitary entities may also provide liaison teams to the division headquarters when they have ongoing activities within the division headquarters or the division's AO that require coordination and deconfliction.

## **COMMAND POST CELLS**

2-35. The primary facilities of the division's command and control system are its command posts, normally organized into five functional cells (based on warfighting functions), three integrating cells (based on planning horizons), and other boards, centers, and working groups as needed. Organizing the command posts into functional cells and integrating cells facilitates cross-functional coordination, synchronization, and information sharing. (Figure 2-5 shows the main command post cells containing staff elements and other groupings).

2-36. Most staff are assigned to and serve in one cell. However, others move from cell to cell based on the need for their expertise. It is possible for one staff member to serve in five or more cells, boards, centers or working groups in the main or tactical command post depending on that member's skill set and the needs of the mission.

2-37. Certain staff elements do not reside either functional or integrating cells. These staff elements fall under the direct supervision of the chief of staff. They interact continuously with other staff elements. For example, the G-9, and political advisor may contribute expertise to a civil-military operations center and the plans cell. These staff elements operate in different command post cells as required. They coordinate their activities through the various meetings (including boards and working groups) identified in the unit's battle rhythm.

## FUNCTIONAL CELLS

2-38. The five functional cells are intelligence, movement and maneuver, fires, protection, and sustainment. They vertically integrate their activities to facilitate the horizontal integration of all functions in the three integrating cells. The functional cells are not always permanently represented in all the integrating cells but may provide representation as required.

## INTEGRATING CELLS

2-39. The three integrating cells are current operations integration, future operations integration, and plans integration. The integrating cells integrate the functional cell activities. The integrating cells are established in the movement and maneuver functional cell under the staff coordination of the assistant chief of staff for operations (G-3), but all functional staff elements augment them to coordinate and unify activities across functions. Integrating cells group the staff to integrate the warfighting functions by a planning horizon. A *planning horizon is the point in time commanders use to focus the organization's planning efforts to shape future events.*

### Current Operations Integration Cell

2-40. The current operations integration cell (COIC) oversees day-to-day operations and synchronizes all staff functions in the execution of the current operation. The COIC is the hub of daily activities within the main command post. Based on staff in the movement and maneuver functional cell, the COIC is augmented by all other cells and staff sections or elements as needed. Augmentees may also include representatives from other Services, other government agencies, and multinational partners to include the host nation. The assistant G-3, chief of operations, leads the cell.

2-41. The COIC monitors the current operation and directs and synchronizes operations according to the concept of operations and commander's intent. The cell's planning horizon is hours and days. It focuses on what is happening and rapidly progresses through the decision cycle by executing its internal battle drills. Current operations produce a large volume of orders including administrative and fragmentary orders.

### Future Operations Integration Cell

2-42. The future operations cell performs near-term planning, including preparation of branches to the current operation. It is led by the assistant G-3, chief of future operations. Continuous operations require situational awareness of all planning efforts to allow several plans to be refined simultaneously with associated working groups and joint planning teams. The future operations cell tracks and processes relevant information to create an ongoing link between current operations and plans. The cell's planning horizon is days and weeks. Its tasks include—

- Monitoring current operations.
- Contributing to the common operational picture.
- Turning command guidance into executable orders.
- Modifying plans to support current operations.
- Assisting in or producing fragmentary orders to support current operations.
- Developing branches to current operations.
- Recommending commander's critical information requirements.
- Participating in the targeting process.
- Performing midterm operations assessment.

2-43. The future operations cell includes a general plans element and a functional plans element and is augmented whenever a skill set, such as civil affairs or CBRN, is required.

### Plans Integration Cell

2-44. The plans cell performs long-term planning. It develops complete operation plans or operation orders that the staff formally passes to the future operations or current operations integration cells, as required, for

additional planning or execution. The G-5, plans officer, leads the plans cell. The plans cell monitors the common operational picture for situational awareness and conducts long-range assessments of the progress of operations. The plans cell's primary tasks include the following:

- Conducting planning in support of major operations and battles.
- Coordinating with the current operations and future operations cells to understand the current situation and plan short-term activities.
- Supervising and coordinating the preparations for all operation plans, sequels, and some branches.
- Coordinating and managing force structure.
- Coordinating with other divisions or higher headquarters activities on all aspects of planning within their AOs.
- Conducting operational planning to include developing supporting plans for the next higher commander.
- Conducting military deception planning.

2-45. The plans cell has two elements: the force integration element and the plans element. The force integration element coordinates and manages force structure to include the request for forces process. It also is involved with rapid equipment fielding initiatives. The plans element is staffed by specialists in the following fields:

- Sustainment.
- Intelligence.
- Military deception.
- Civil affairs operations.
- Space.
- Special technical operations.
- Military information support operations.
- Fires.
- Protection.
- Engineer.
- Aviation (augment).

## **COMMAND POST OPERATIONS**

2-46. Commanders use the standard operating procedures, battle rhythm, and meetings to assist them with effective command post (CP) operations.

### **STANDARD OPERATING PROCEDURES**

2-47. Standard operating procedures (SOPs) assist with effective command. These SOPs serve two purposes. Internal SOPs standardize each CP's internal operations and administration. External SOPs developed for the entire force standardize interactions among CPs and between subordinate units and CPs. For SOPs to be effective, all Soldiers must know their provisions and train to their standards. Each CP should have SOPs that address the following:

- Organization and setup.
- Staffing and shifts plans.
- Orders production and dissemination procedures.
- Journals and log maintenance.

2-48. In addition to these SOPs, each CP requires additional procedures to include—

- CP battle drills.
- Shift-change briefings.
- Reports and returns.

## Command Post Battle Drills

2-49. Each CP requires procedures to react to a variety of situations. Specific actions taken by a CP should be defined in its SOPs and rehearsed during training and operations. Typical CP battle drills include—

- React to an air attack.
- React to a ground attack.
- React to a chemical attack.
- React to indirect fire.
- React to jamming or suspected communications compromise.
- Execute time-sensitive targets.
- Execute a close air support or joint fires mission.
- React to a mass casualty incident.
- React to a civil riot or incident.
- React to significant collateral damage.
- React to a misinformation incident.

## Shift-Change Briefings

2-50. During continuous operations, CPs operate in shifts. To ensure uninterrupted operations, staffs execute a briefing when shifts change. Depending on the situation, it may be formal or informal and include the entire staff or selected staff members. Normally it is done face-to-face among key CP leaders. The chief of staff oversees the briefing, with participants briefing their areas of expertise. The briefing's purpose is to inform the incoming shift of—

- Current unit status.
- Significant activities that occurred during the previous shift.
- Significant decisions and events anticipated during the next shift.

2-51. The commander may attend and possibly change the focus of the briefing. If the commander issues guidance or makes a decision, issuing a fragmentary order may be necessary.

2-52. The shift-change briefing format and emphasis change based on the situation. For example, the format for a force conducting humanitarian assistance differs from one for a force conducting offensive operations. To facilitate a quick but effective shift-change briefing, unit SOPs should contain tailored formats.

2-53. The shift-change briefing provides a mechanism to formally exchange information periodically among CP staff. However, CP staff share information throughout the shift. They coordinate activities and inform each other continuously. Information that answers a commander's critical information requirement and exceptional information is given to the commander immediately. Information that can potentially affect the entire force is disseminated to the commander, higher headquarters, and subordinate units as the situation dictates. Situational understanding for CP staff includes knowing who needs what relevant information and why they need it. CP staff exercise initiative when they ensure relevant information gets to people who need it.

## Reports and Returns

2-54. A unit's reporting system facilitates timely and effective information exchange among CPs and higher, lower, and adjacent headquarters. An established SOP for reports and returns is key to effective information management. These SOPs include—

- The writer required to submit each report.
- The frequency and time of each report.
- The recipient of each report.

For those reports not standard in a unit SOP, list reports found in annex R of the operation plan and operation order.

## BATTLE RHYTHM

2-55. The division headquarters' battle rhythm supports the commander's effective command and control. The division headquarters normally conducts a daily synchronization meeting and a battle update briefing to the commander or a designated officer to share the common operational picture (COP) and receive guidance. The battle rhythm is both a process and the various forums identified as part of the process. When the battle rhythms of all the headquarters in the chain of command are nested with one another, they work more effectively. For example, unit activities are scheduled so that the information output in one activity is available as an input to higher or lower headquarters. Battle rhythms nested by echelon let division headquarters subordinate commands offset their events to provide information needed by the division headquarters. In addition, nested battle rhythms enable the division's CPs to supply necessary information to higher headquarters.

2-56. The battle rhythm is frequently portrayed on a daily basis, but it can be illustrated over weeks or months. An effective battle rhythm helps the commander and staff to synchronize the various information management processes—among them, update briefings, shift changes, and conference calls. A division headquarters battle rhythm provides anchorpoints around which the commander and staff can plan their day. Chronological by nature, battle rhythm depends on inputs from earlier events and provides outputs needed for later events. Individual elements within the battle rhythm may be progressive; for example, a daily meeting, followed by a working group every three days, leading up to a board meeting every sixth day. The chief of staff uses the battle rhythm to sequence command and control activities within a headquarters and throughout the force to facilitate effective command and control.

2-57. The battle rhythm operates best when the officer in charge can direct changes to fit the situation. As a guide to time management, battle rhythm is flexible enough to accommodate changes in the type of operation, availability of key individuals, and other interruptions in the routine. Failing to adhere to a disciplined battle rhythm results in the commander and staff working harder, longer, and less effectively. Establishing and maintaining a battle rhythm provides a disciplining mechanism to support rest and sleep plans for the commander and staff. This practice has the added benefit of training the second- and third-level leadership in the conduct of CP operations when the principals are not present.

2-58. A division headquarters may have several types of battle rhythms: a live assembly of key individuals at a central location, a virtual meeting through use of the common operational picture and the automated information systems, or a combination of the two when the command group, primary staff, and selected others meet in a central location while others participate by video teleconference, Web camera, or Army Battle Command System (ABCS). A battle rhythm is not a rigid tool to rob the commander of the opportunity to seize the initiative. The commander and staff need time to think. With the advent of ABCS and other mission command tools, the commander can receive the current COP at any time in any facilities. Battle rhythm can be graphically depicted in a table, line, or circle.

## MEETINGS, INCLUDING BOARDS AND WORKING GROUPS

2-59. Effective operations require close coordination, synchronization, and information sharing across the staff. The most common technique for cross-functional collaboration is the formation of centers, groups, bureaus, cells, offices, elements, boards, working groups (WGs), planning teams, and other enduring or temporary organizations that manage specific processes and accomplish tasks in support of mission accomplishment. These forums facilitate planning by the staff, decision making by the commander, and execution by the headquarters. Although cross-functional in their membership, most forums teams fall under the principal oversight of the staff directorates.

### Meetings

2-60. The division commander and chief of staff establish these forums. The division commander uses boards and working groups, such as the targeting board and assessment working group, as the situation requires. Boards and working groups are established, modified, and dissolved as the situation evolves. The chief of staff manages the timings of these events through the division headquarters battle rhythm. Some meetings convene daily at a set time and others meet as needed to address episodic requirements. The



commander or chief of staff identifies staff members to participate in the higher headquarters' boards and working groups according to joint doctrine.

### ***Operations Synchronization Meeting***

2-61. Chaired by the division headquarters chief of staff or assistant chief of staff for operations, the operations synchronization meeting is attended by senior leaders and is a key event in the division headquarters' battle rhythm. The meeting provides information on the current operation. Principal members of the functional and integrating cells, separate staff sections, standing working groups and boards attend. They brief the status of ongoing projects and tasks with a focus on the commander's priorities. The meeting's purpose is to synchronize warfighting functions for the short-term planning horizon and provide guidance that drives the operations of other components of the battle rhythm.

### ***Battle Update Briefing***

2-62. The division headquarters daily battle update briefing is an integral part of the division headquarters ability to command. Because of the modern digital communications systems and databases available, the commander and staff can receive a battle update at any time. The commander is briefed in person, over a voice communications system, or by visual display. Typically part of the division headquarters main CP battle rhythm, the battle update briefing provides analyzed information so the commander can make decisions and synchronize the staff's actions. Based on the updated COP, this briefing is intended to be short, informative, and selective. It provides the commander with limited information that addresses the current operation and activities planned for the near future. The division headquarters tactical standing operating procedures, command guidance, and operational requirements determine what information is briefed. Normally, the commander reviews the status charts and displays before the battle update briefing to get familiar with the current situation of the division headquarters. This enables the battle update briefing to focus on by-exception issues requiring commander attention and guidance.

### ***Operation Update and Assessment Briefing***

2-63. An operation update and assessment briefing may occur daily or anytime the commander calls for one. Its content is similar to the shift-change briefing but has a different audience. The staff presents it to the commander and subordinate commanders. Its purpose is to provide all key personnel with common situational awareness. Often commanders require this briefing shortly before an operation begins to summarize changes made during preparation, including changes resulting from intelligence, surveillance, and reconnaissance efforts. During the briefing, staff sections present their running estimates. Subordinate commanders brief their current situation and planned activities. Rarely do all members conduct this briefing face-to-face. Various communications means are used including radio, conference calls, and video teleconference. All CPs and subordinate commanders participate. The briefing follows a sequence and format specified by SOPs. That keeps transmissions short, ensures completeness, and eases note taking. This briefing normally has a format similar to a shift-change briefing. However, it omits CP administrative information and includes presentations by subordinate commanders in an established sequence.

### **Boards and Working Groups**

2-64. A board is an organized group of individuals within a headquarters, appointed by the commander (or other authority) that meets with the purpose of gaining guidance or decision. Its responsibilities and authority are governed by the authority which established the board. Boards are chaired by a senior leader with members representing major staff elements, subordinate commands, liaison officers, and other organizations as required. There are two different types of boards:

- A command board is chaired by the commander and its purpose is to gain guidance or decision from the commander.
- A functional board's purpose is to gain functionally specific guidance and decisions from the commander (or designated representative) based on a staff recommendation. These boards often focus on—

- Synchronizing a particular function (such as information operations, targeting, collection, and distribution) across multiple planning initiatives.
- Allocating resources among ongoing or future operations.
- Maintaining continuity of purpose across ongoing operations.

2-65. A working group is a grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function. Their cross-functional design enables working groups to synchronize contributions from multiple CP cells and staff sections. For example, the targeting working group brings together representatives of all staff elements concerned with targeting. It synchronizes the contributions of all staff elements with the work of the fires cell. It also synchronizes fires with future operations and current operations integration cells.

2-66. Working groups address various subjects depending on the situation and echelon. Working groups may convene daily, weekly, monthly, or intermittently depending on the subject, situation, and echelon. Typical working groups and the lead cell or staff section at division headquarters include the following:

- Assessment working group (plans or future operations cell).
- Operations and intelligence working group (intelligence cell).
- Targeting working group (fires cell).
- Protection working group (protection cell).
- Civil affairs operations working group (civil affairs operations staff section).
- Information operations working group (mission command cell).
- Cyber electromagnetic activities working group (mission command cell).

## BASIC PROCESSES

2-67. The U.S. Army division headquarters implements several processes. Those most often used include the military decisionmaking process, the operations process, the intelligence process, the intelligence preparation on the battlefield process, and the targeting process.

### THE MILITARY DECISIONMAKING PROCESS

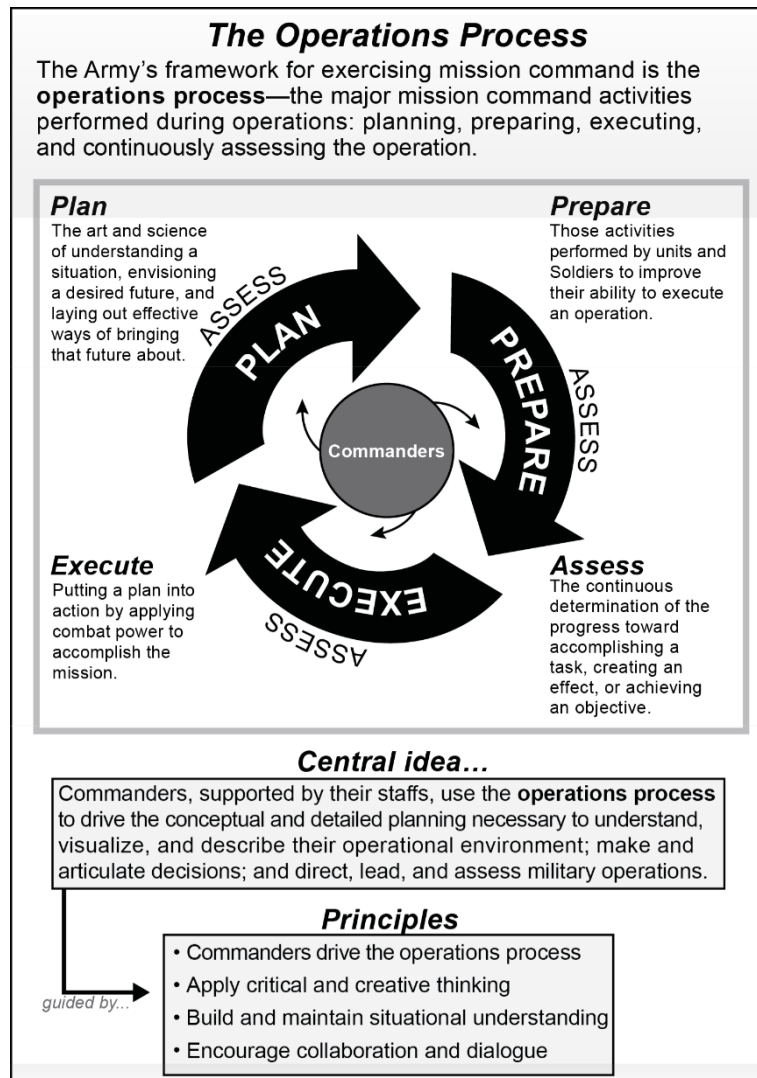
2-68. The military decisionmaking process is an iterative planning methodology to understand the situation and mission, develop a course of action, and produce an operation plan or order. The military decisionmaking process (MDMP) combines the conceptual and detailed aspects of planning and integrates the activities of the commander, staff, subordinate headquarters, and other partners throughout the planning process. The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. The MDMP results in an improved understanding of the situation and a plan or order that guides the force through preparation and execution. See figure 2-8.

Figure 2-8. The military decisionmaking process (MDMP)

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> <li>Higher headquarters' plan or order or a new mission anticipated by the commander</li> </ul>	<p>Step 1: <b>Receipt of Mission</b></p>	<ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Initial allocation of time</li> </ul>
<ul style="list-style-type: none"> <li>Commander's initial guidance</li> <li>Higher headquarters' plan or order</li> <li>Higher headquarters' knowledge and intelligence products</li> <li>Knowledge products from other organizations</li> <li>Army design methodology products</li> </ul>	<p>Step 2: <b>Mission Analysis</b></p>	<p style="text-align: center;">Warning order</p> <ul style="list-style-type: none"> <li>Problem statement</li> <li>Mission statement</li> <li>Initial commander's intent</li> <li>Initial planning guidance</li> <li>Initial CCIRs and EEFI</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Evaluation criteria for COAs</li> </ul>
<ul style="list-style-type: none"> <li>Mission statement</li> <li>Initial commander's intent, planning guidance, CCIRs, and EEFI</li> <li>Updated IPB and running estimates</li> <li>Assumptions</li> <li>Evaluation criteria for COAs</li> </ul>	<p>Step 3: <b>Course of Action (COA) Development</b></p>	<p style="text-align: center;">Warning order</p> <ul style="list-style-type: none"> <li>COA statements and sketches                             <ul style="list-style-type: none"> <li>- Tentative task organization</li> <li>- Broad concept of operations</li> </ul> </li> <li>Revised planning guidance</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Revised planning guidance</li> <li>COA statements and sketches</li> <li>Updated assumptions</li> </ul>	<p>Step 4: <b>COA Analysis (War Game)</b></p>	<ul style="list-style-type: none"> <li>Refined COAs</li> <li>Potential decision points</li> <li>War-game results</li> <li>Initial assessment measures</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Refined COAs</li> <li>Evaluation criteria</li> <li>War-game results</li> <li>Updated assumptions</li> </ul>	<p>Step 5: <b>COA Comparison</b></p>	<ul style="list-style-type: none"> <li>Evaluated COAs</li> <li>Recommended COAs</li> <li>Updated running estimates</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Updated running estimates</li> <li>Evaluated COAs</li> <li>Recommended COAs</li> <li>Updated assumptions</li> </ul>	<p>Step 6: <b>COA Approval</b></p>	<ul style="list-style-type: none"> <li>Commander approved COA and any modifications</li> <li>Refined commander's intent, CCIRs, and EEFI</li> <li>Updated assumptions</li> </ul>
<ul style="list-style-type: none"> <li>Commander approved COA and any modifications</li> <li>Refined commander's intent, CCIRs, and EEFI</li> <li>Updated assumptions</li> </ul>	<p>Step 7: <b>Orders Production, Dissemination, and Transition</b></p>	<p style="text-align: center;">Warning order</p> <ul style="list-style-type: none"> <li>Approved operation plan or order</li> <li>Subordinates understand the plan or order</li> </ul>
<p>CCIR COA</p>	<p>commander's critical information requirement course of action</p>	<p>EEFI IPB</p> <p>essential element of friendly information intelligence preparation of the battlefield</p>

**THE OPERATIONS PROCESS**

2-69. The Army’s framework for exercising mission command is the operations process—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation. Commanders, supported by their staffs, use the operations process to drive the conceptual and detailed planning necessary to understand, visualize, and describe their operational environment; make and articulate decisions; and direct, lead, and assess military operations. See figure 2-9.



**Figure 2-9. The operations process and underlying logic**

**Planning**

2-70. *Planning consists of the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about.* Planning helps commanders create and communicate a common vision between commanders, their staffs, subordinate commanders, and unified action partners. Planning results in a plan and orders that synchronize the action of forces in time, space, and purpose to achieve objectives and accomplish missions.

**Preparation**

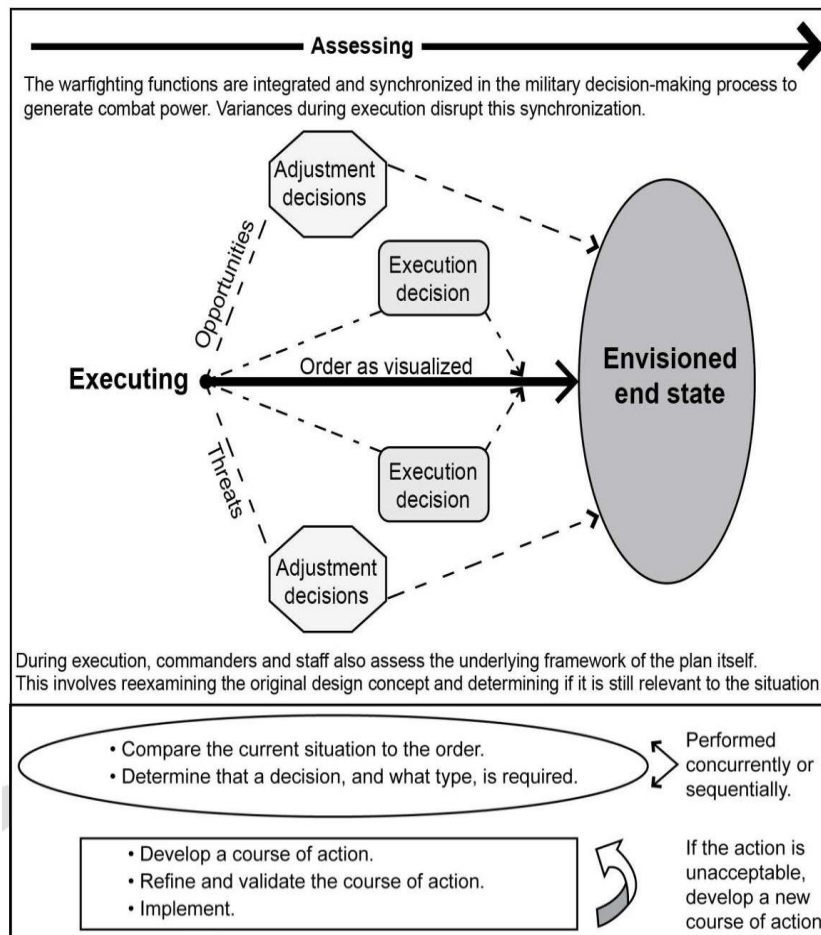
2-71. 44. *Preparation consists of those activities performed by units and Soldiers to improve their ability to execute an operation.* Preparation creates conditions that improve friendly forces’ opportunities for success. It requires commander, staff, unit, and Soldier actions to ensure the force is trained, equipped, and ready to execute operations. Effective preparation helps commanders, staffs, and subordinate units better understand the situation and their roles in upcoming operations. The major activities of preparation are listed in table 2-2.

**Table 2-2. Preparation activities**

Continue to coordinate and conduct liaison	Conduct rehearsals
Initiate information collection	Conduct plans-to-operations transitions
Initiate security operations	Revise and refine the plan
Initiate troop movement	Integrate new Soldiers and units
Initiate sustainment preparations	Complete task organization
Initiate network preparations	Train
Manage terrain	Perform pre-operations checks and inspections
Prepare terrain	Continue to build partnerships and teams

**Execution**

2-72. *Execution is putting a plan into action by applying combat power to accomplish the mission.* During execution, commanders, staffs, and subordinate commanders focus their efforts on translating decisions into actions. They apply combat power to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage. This is the essence of unified land operations. See figure 2-10.



**Figure 2-10. The execution process**

**Assessment**

2-73. *Assessment consists of the determination of the progress toward accomplishing a task, creating an effect, or achieving an objective.* Assessment precedes and guides the other activities of the operations process. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of force employment. More specifically, assessment helps the commander determine progress toward attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating an operational environment to determine what changes might affect the conduct of operations.

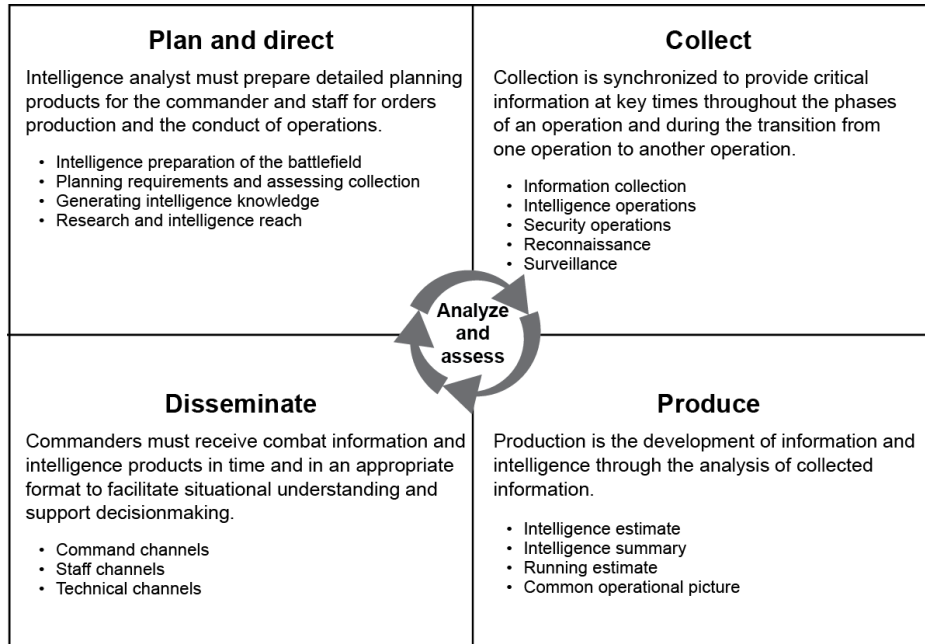
**INTEGRATING PROCESSES AND CONTINUING ACTIVITIES**

2-74. Throughout the operations process, commanders and staffs integrate the warfighting functions to synchronize the force in accordance with the commander’s intent and concept of operations. Commanders and staffs use several integrating processes to do this.

**The Intelligence Process**

2-75. The intelligence process is a model that describes how the intelligence warfighting function facilitates situational understanding and supports decisionmaking. This process provides a common framework for

Army professionals to guide their thoughts, discussions, plans, and assessments. The intelligence process generates information, products, and knowledge about threats, terrain and weather, and civil considerations for the commander and staff. See figure 2-11.



**Figure 2-11. The intelligence process**

2-76. The Army intelligence process consists of four steps:

- Plan and direct
- Collect
- Produce
- Disseminate

2-77. The Army intelligence process also consists of two continuing steps:

- Analyze
- Assess.

**INTELLIGENCE PREPARATION OF THE BATTLEFIELD**

2-78. *Intelligence preparation of the battlefield (IPB) is systematic process of analyzing and visualizing the portions of the mission variables of threat, terrain, weather, and civil considerations in a specific area of interest and for a specific mission.* By applying intelligence preparation of the battlefield commanders gain the information necessary to selectively apply and maximize operational effectiveness at critical points in time and space. IPB consists of four steps:

- Define an operational environment.
- Describe environmental effects on operations.
- Evaluate the threat
- Determine threat courses of action.

**THE TARGETING PROCESS**

2-79. The Army targeting process consists of four steps:

- Decide—use scheme of maneuver and fires, high-payoff target list, intelligence collection plan, attack guidance, and target selection standards.
- Detect—execute the intelligence collection plan.
- Deliver—execute the attack guidance matrix.
- Assess—use combat assessment.

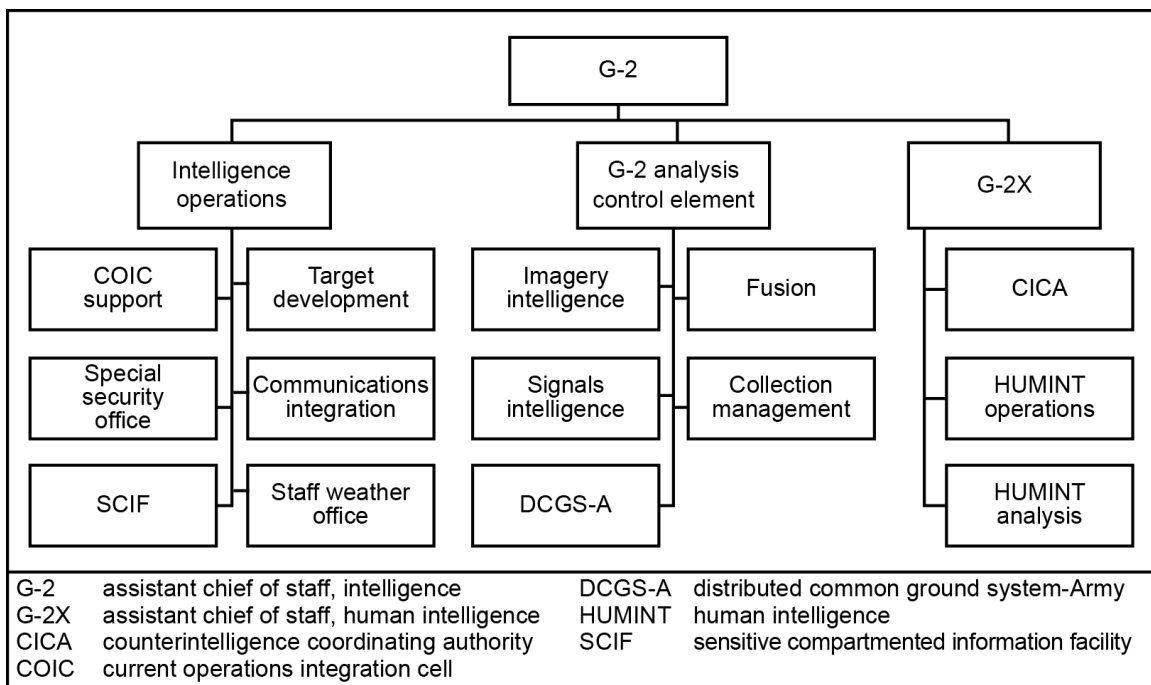
2-80. These activities complement the planning, preparing, executing, and assessing stages of the operations process. Army targeting addresses two targeting categories—deliberate and dynamic. Deliberate targeting prosecutes planned targets. Dynamic targeting prosecutes targets of opportunity and changes to planned targets or objectives.

**DIVISION HEADQUARTERS COMMAND POST ORGANIZATION**

2-81. Commanders organize their CPs by functional and integrating cells. Functional cells group personnel and equipment by warfighting function (minus mission command): intelligence, movement and maneuver, fires, protection, and sustainment.

**INTELLIGENCE CELL**

2-82. The intelligence cell coordinates activities and systems that help commanders understand the enemy, terrain and weather, and civil considerations, or operational environment. The G-2 is the cell chief. The intelligence cell has three principal sections: operations, G-2 analysis control element, and G-2X. Each section has several elements as depicted in figure 2-12. The intelligence cell provides representatives to the current operations integration cell.



**Figure 2-12. Main command post intelligence cell**

2-83. To support operations, the intelligence cell—



- Receives, processes, and analyzes information from all sources and disseminates intelligence.
- Provides relevant intelligence to support current and future operations activities.
- Synchronizes and integrates intelligence operations.
- Participates in the targeting process.
- Develops requirements and assesses information collection; through the G-3, supports, tasks, and directs information collection.
- Plans, monitors, and analyzes human intelligence and counterintelligence activities.

## Intelligence Operations

2-84. This section serves as the operations hub for intelligence activities. It interfaces the intelligence cell with the movement and maneuver cell to integrate intelligence products and results of the information collection activities into current operations. It recommends information collection tasks to the G-2 for resources under the headquarters' control. This section receives, processes, analyzes, and disseminates all-source intelligence to support current and future operations.

2-85. The COIC support element provides an intelligence capability to the main command post by integrating intelligence products and information collection planning. Personnel in this element support the main command post COIC.

2-86. The special security office and sensitive compartmented information facility exercises oversight of reception, transmission, and storage of sensitive compartmented information. The special security office establishes, manages, and provides security for the main command post's sensitive compartmented information facility. This facility, an accredited location with personnel access control, stores sensitive compartmented information. Personnel can also use, discuss, and process sensitive information in this facility.

2-87. The target development element develops and nominates priority targets as part of the targeting process.

2-88. The communications integration element establishes communications connectivity with outside intelligence elements, maintains internal and external digital communications functions, and exercises communications security oversight of intelligence-specific communications equipment.

2-89. Air Force personnel man the staff weather office. This office provides weather forecasting support to the commander and staff.

## G-2 Analysis Control Element

2-90. The G-2 analysis control element performs collection management, produces all-source intelligence, provides technical channels for intelligence operations, and disseminates intelligence products and reports to support the range of military operations.

2-91. The imagery element acquires, manages, and distributes geospatial data and terrain visualization products to the commanding general and staff. This element includes imagery analysts and geospatial engineers from the division headquarters' organic geospatial engineer team and may include augmentation from the National Geospatial-Intelligence Agency. In division headquarters command posts, the geospatial information and services element provides a section to support the COIC.

2-92. The signals intelligence element performs signals intelligence analysis, provides support for electronic intelligence preparation of the battlefield, and provides technical channels for signals intelligence operations.

2-93. The distributed common ground system-Army: a tactical exploitation system-forward element operates and maintains the system used by all analysis control elements. DCGS-A receives, processes, exploits, and disseminates signals intelligence, imagery intelligence, measurement and signature intelligence, and geospatial information and products. The result produces multisource products to support current operations.

2-94. The fusion element performs situation development, prepares combat assessments, and develops and updates threat information for the running estimate.

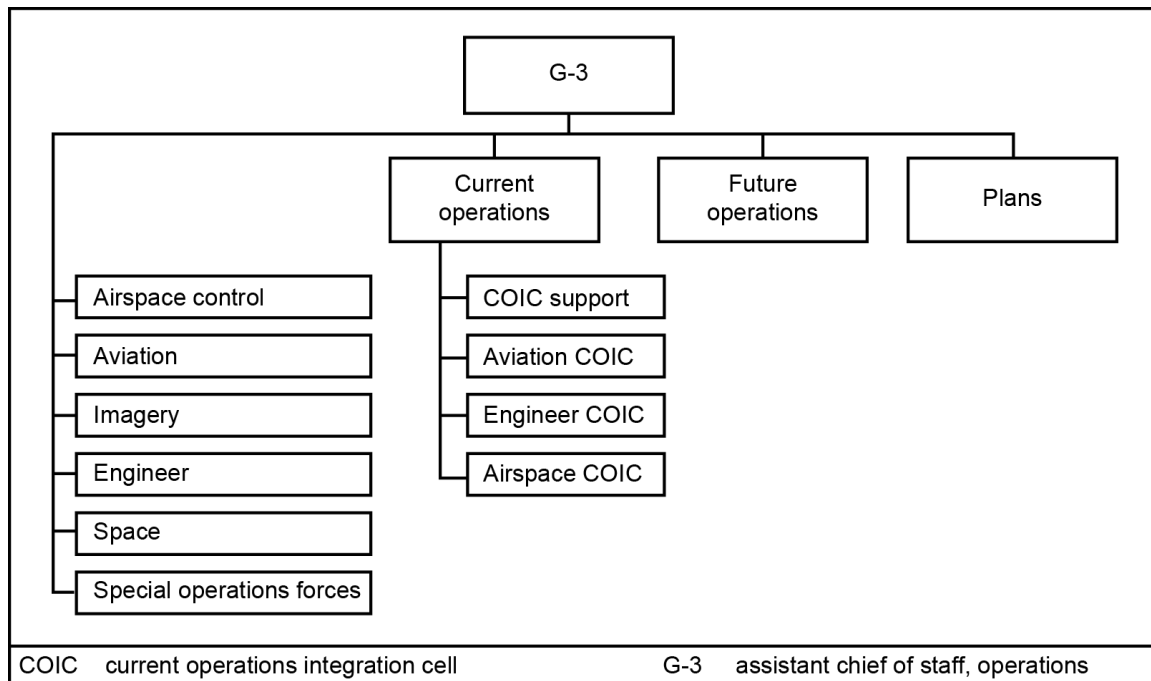
2-95. The collection management element monitors the status of information collection assets, develops requirements for the information collection plan, and integrates and synchronizes assets to optimize the information collection effort. This element focuses on using assets to satisfy the commander's critical information requirements.

**Counterintelligence and Human Intelligence Exploitation**

2-96. This section advises the commanding general and the G-2 concerning the employment of counterintelligence and human intelligence assets. It interfaces with external sources to synchronize and deconflict counterintelligence and human intelligence operations. The counterintelligence coordinating authority element provides technical control, oversight, and deconfliction for counterintelligence assets. The human intelligence operations element provides primary technical control and deconfliction for all human intelligence assets in the division headquarters area of operations. The human intelligence analysis element serves as the single fusion point for human intelligence reporting and operational analysis. It answers requests for information related to human intelligence.

**MOVEMENT AND MANEUVER CELL**

2-97. The movement and maneuver cell contains special staff sections concerned with moving forces to achieve a position of advantage in relation to the enemy and core elements used from the three integrating cells. The G-3, who has two roles, leads the movement and maneuver cell. First, the G-3 is the chief of the movement and maneuver cell who provides staff supervision over the special staff elements assigned to the cell—engineer, space, aviation, airspace control, and special forces coordination elements, when provided. Second, the G-3, assistant chief of staff for operations, establishes and supervises the three integrating cells—the current operations integration, future operations, and plans—consistent with the guidance and oversight of the chief of staff. The current operations element includes the elements shown in figure 2-13.



**Figure 2-13. Main command post movement and maneuver cell**

2-98. The movement and maneuver cell—

- Oversees reception, staging, onward movement, and integration operations.
- Conducts force positioning and maneuver.
- Prepares orders and plans, including branches and sequels.
- Monitors current operations, maintains on-going operations, and communicates status information throughout the command.
- Provides airspace control.
- Coordinates and synchronizes aviation operations.
- Coordinates and synchronizes space support.
- Provides terrain visualization and terrain products.
- Coordinates combat engineering, general engineering, and geospatial engineering.
- Provides liaison to and from subordinate, lateral, and higher headquarters.

2-99. The airspace control element provides airspace control in the division headquarters or division headquarters area of operations. It provides input to the airspace control plan developed by the airspace control authority. The airspace control section develops standard operating procedures among subordinate units and aligns those procedures with joint airspace and higher headquarters command post procedures, plans, and orders.

2-100. The aviation element coordinates and synchronizes the execution of operational and tactical aviation maneuver and maneuver support and aviation sustainment operations. It also coordinates and synchronizes reconnaissance, close combat attack, interdiction attack, air assault, command and control support, air medical evacuation, and air transportation of key personnel.

2-101. The imagery element serves as the one-source intelligence point of contact for exploitation and analysis of imagery and development of geospatial products.

2-102. The engineer element includes the senior engineer on the staff, the engineer coordinator. This element advises the commander and staff on engineering and the use of engineering assets on tasks related to operations, including general and geospatial engineering. This element also coordinates with the protection cell engineer element to address specific engineer support for preserving the force such as base camp development planning. This element coordinates and synchronizes engineer operations within the organization and with other headquarters, between echelons, and with multinational forces, governmental organizations, and nongovernmental organizations. The engineer element provides a section to support the COIC in division headquarters command posts.

2-103. The space element is the primary planner and advisor for space capabilities. It maintains space situational awareness; coordinates with higher headquarters space elements, the Army space coordination element, and the space coordinating authority staff; and manages space-based systems. The space section also manages the director of space forces. The space element serves as the primary coordinating element for the headquarters with—

- Space operations.
- Special technical operations.
- Alternative or compensatory control measures to integrate space operations.

2-104. A special operations forces coordination element may be provided to the division headquarters or division headquarters if special operations forces will be operating within or adjacent to the division headquarters or division headquarters area of operations.

### **Current Operations Integration Cell**

2-105. The COIC is the hub of the command post and conducts day-to-day activities. A series of COIC support sections provide support to man the COIC.

2-106. The COIC support element provides the leadership and manning of the COIC in the main command post. The chief of operations synchronizes the COIC support elements and conducts command post operations.

2-107. The aviation COIC support element supports the coordination and synchronization of operational and tactical aviation maneuver support within the COIC.

2-108. The engineer COIC support element supports the functions of all engineers assigned or attached to the division headquarters or division headquarters.

2-109. The airspace control COIC support element supports the airspace management, coordination, and synchronization of all airspace use within the COIC.

### **Future Operations Cell**

2-110. The future operations cell bridges current operations and plans. (See paragraphs xx and xx for more detail about how the future operations cell is organized.)

### **Plans Cell**

2-111. The plans cell conducts planning for the division headquarters. (See paragraphs xx and xx for more detail about how the plans cell is organized.)

### **FIRES CELL**

2-112. The fires cell coordinates the delivery of all organic fires, the conduct of air and missile defense, and the integration of all forms of joint fires through the targeting process. The cell achieves the commander's intent by integrating and synchronizing the effects of Army indirect fires, air and missile defense, electronic attack, and joint fires with the effects of the other warfighting functions.

2-113. The chief of the fires cell is a coordinating staff officer who normally leads the fire cell at the main command post. The chief of the fires cell may operate from the tactical command post, or accompany the commander during battlefield circulation with the mobile command group, depending on the situation. When the situation requires close collaboration with a subordinate fires or combat aviation brigade, the division headquarters or division headquarters chief of fires may co-locate with those brigade command posts during critical phases of fires intensive operations.

2-114. The fires cell's responsibilities include coordination of fires and may include technical oversight of fires units. The air support operations center co-locates with the fires cell of the senior Army tactical headquarters in the area of operations known as the ARFOR. When the division headquarters or division headquarters serves as the joint task force or a joint land forces component command headquarters, the fires cell performs additional functions per joint doctrine. See figure 2-14 for the fires cell organization.

### **Joint Fires**

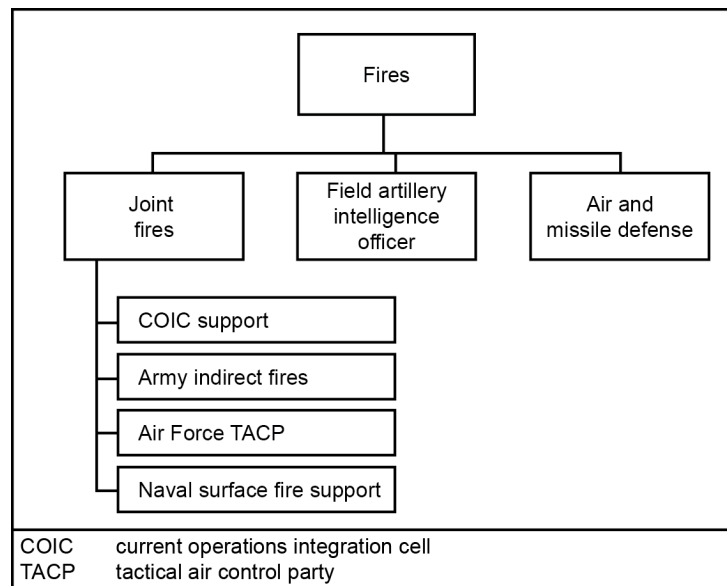
2-115. The joint fires section synchronizes Army indirect fires, joint fires, and multinational fires. This section coordinates field artillery sensor management with the G-7 and cyber electromagnetic activities staff elements. The joint fires section provides input to intelligence collection and the targeting process.

2-116. The joint fires COIC support element provides personnel to the COIC to coordinate fire support for current operations.

2-117. The Army indirect fires element conducts fires planning and assessment tasks and provides fires functional experts to support other functional, cells, boards, and working groups.

2-118. The tactical air control party is normally the senior Air Force element in the division headquarters area of operations and is organized to plan and integrate air support into ground combat operations. Tactical air control parties include air liaison officers, battalion air liaison officers, enlisted technicians capable of planning and integrating air support into ground combat operations, and qualified joint terminal attack controllers to execute those operations. Depending on the echelon supported, Air Force intelligence, space,

electronic warfare, or other personnel may augment the tactical air control party as required. The Air Force tactical air control party is normally attached (for Classes I, III, V, and VII) to the division headquarters during operations, although remaining under operational control of its Air Force parent unit, the air support operations center. An air support operations center is normally aligned with and supports the senior Army tactical headquarters in a joint operations area, by definition, the ARFOR. This is the primary role of the division headquarters, although a division headquarters could execute the ARFOR role for small-scale operations.



**Figure 2-14. Command post fires cell**

2-119. A naval surface fire support element may be attached (for Classes I, III, V, and VII) to the division headquarters or division headquarters to facilitate the integration of naval surface fires to support land operations if such fires are available. Although attached for limited logistics support, the element remains under operational control of its naval parent unit.

**Field Artillery Intelligence Officer**

2-120. This officer provides input to the development, nomination, and prioritization of targets as a participant in the division headquarters and joint targeting process. The field artillery intelligence officer coordinates with internal and external all-source intelligence elements.

**Air and Missile Defense**

2-121. The air and missile defense section coordinates the four primary air and missile defense missions: air and missile defense, situational awareness, airspace management, and protection. It coordinates these missions by—

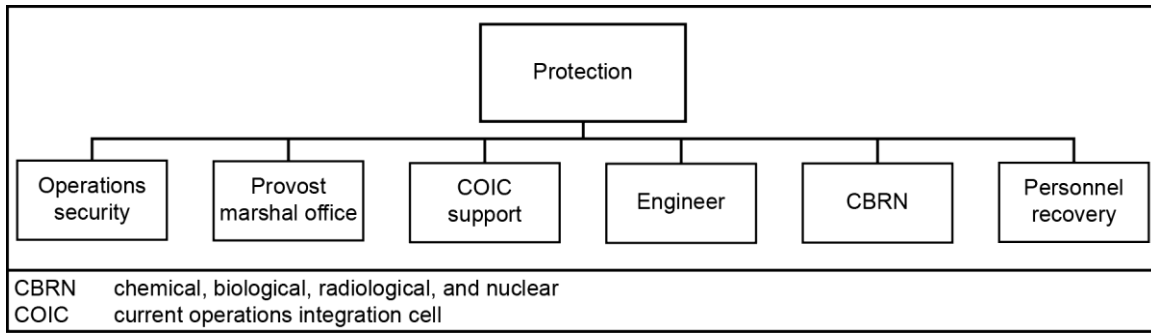
- Coordinating air and missile defense activities with other command post cells, especially regarding airspace control and coordination and aviation operations.
- Disseminating weapons control status and the air tasking order.
- Coordinating with the area air defense commander on all land-based and air and missile defense within the area of operations.

**PROTECTION CELL**

2-122. The protection cell coordinates, integrates, and monitors military, civilian, joint, and multinational protection support for units and installations. The cell provides expertise and advises with developing essential elements of friendly information, the defended asset list, and the critical asset list. It provides vulnerability mitigation measures to reduce risks in courses of action and provides input to plans and future operations cells. Commanders tailor and augment the protection cell to form a protection working group as the mission requires.

2-123. The protection cell coordinates protection considerations with the G-6, G-7, and cyber electromagnetic activities staff elements concerning information protection tasks. The protection cell coordinates with the surgeon concerning preventive medicine. It coordinates with the fires cell concerning integrated fires including air and missile defense, radar planning, and coverage areas.

2-124. The chief of protection is a coordinating staff officer who leads the protection cell at the main command post. The protection cell includes the sections shown in figure 2-15.



**Figure 2-15. Main command post protection cell**

2-125. The main command post protection cell performs these tasks:

- Directs the coordination, planning, and analysis of protection activities to include force health protection, antiterrorism, and operational security.
- Monitors operational security activities, including identification of essential elements of friendly information.
- Coordinates CBRN activities including planning and information dissemination.
- Synchronizes and integrates military police activities including detainee and enemy prisoner of war operations.
- Synchronizes and integrates engineer survivability operations.
- Integrates personnel recovery operations into orders and plans.
- Develops and monitors safety programs for the command.

**Operations Security**

2-126. Only the division headquarters has an operations security section. The division headquarters includes those responsibilities in the protection planner’s function but does not provide a dedicated staff officer to perform it. The division headquarters operations security section—

- Coordinates operations security activities within the division headquarters and command posts.
- Conducts a vulnerability analysis, assesses the division headquarters’ operations security risks, and monitors implementation of operations security control measures by division headquarters forces.

2-127. The operations security section includes a counterintelligence element that detects, identifies, tracks, exploits, and neutralizes the multidiscipline intelligence activities of friends, neutrals, adversaries, and

enemies that could compromise operational security. Focusing primarily on passive counterintelligence, the operations security section coordinates with the counterintelligence coordinating authority (in the intelligence cell) to deconflict actions.

### **Provost Marshal Office**

2-128. The provost marshal is the commander's primary advisor in military police functions. This officer plans, analyzes, coordinates, and monitors military police functions within the division headquarters or division headquarters. Military police functions include police intelligence, law and order, internment and resettlement, maneuver and mobility support, and area security operations. The provost marshal may serve as the chief of detainee operations when the division headquarters or division headquarters is the ARFOR in a joint operations area with detainee requirements.

### **Protection Current Operations Integration Cell Support**

2-129. The protection element provides personnel to the COIC to synchronize protection operations for the division headquarters.

### **Engineer**

2-130. The engineer element in the protection cell integrates the engineer functions (combat, general, and geospatial engineering) within the protection function by coordinating and synchronizing engineer efforts and advising the chief of protection. The element coordinates and synchronizes engineer efforts in support of protection (such as survivability and environmental considerations) with the other functional cells and staff elements. It also coordinates and synchronizes engineer efforts between echelons and with multinational forces, government agencies, and nongovernmental organizations. The engineer element advises the chief of protection on construction capabilities and considerations. First, the element advises on construction requirements and standards associated with survivability efforts (such as hardening facilities). Next, it advises on engineer capabilities available or needed to meet protection requirements. Lastly, the engineer element advises the chief of protection on environmental considerations.

### **Chemical, Biological, Radiological, and Nuclear**

2-131. The CBRN section advises the commander and staff on CBRN issues (CBRN defense, obscuration, and flame), sensitive site exploitation operations, consequence management, and explosive ordnance disposal.

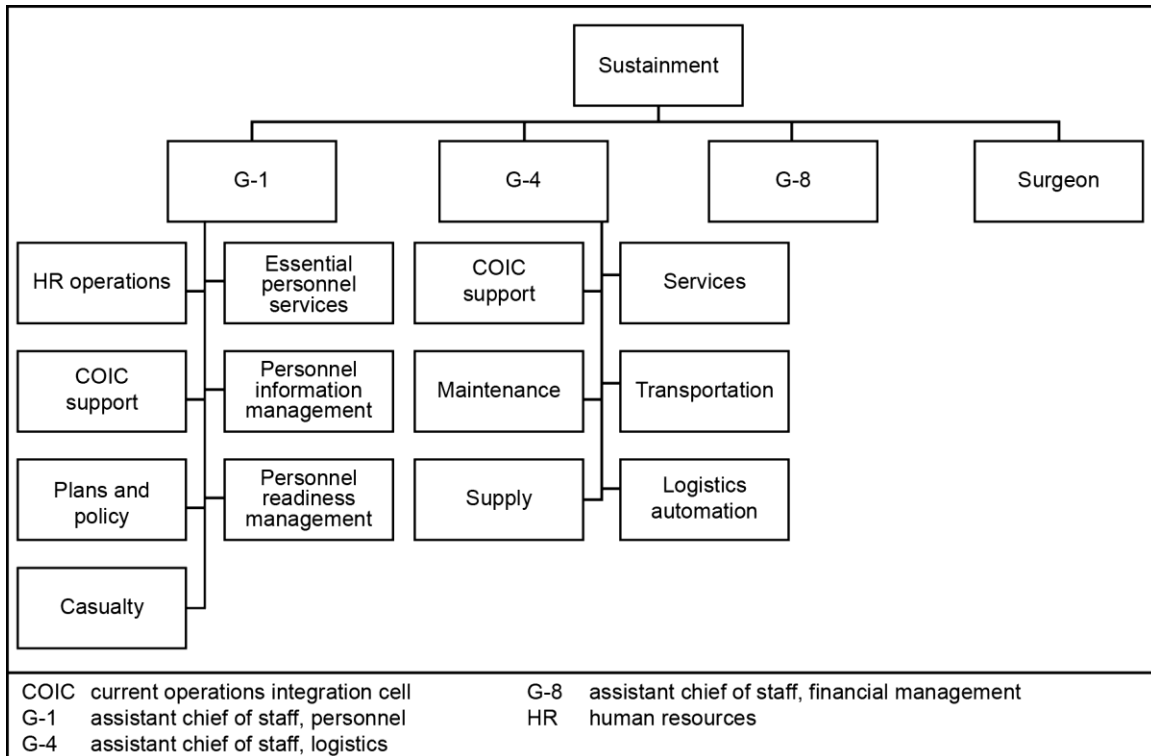
### **Personnel Recovery**

2-132. The personnel recovery element coordinates with joint, multinational, and host-nation activities on personnel recovery tasks. These tasks include developing and maintaining the personnel recovery program, including procedures, planning, preparation, execution, and assessment. These tasks also include establishing a personnel recovery coordination center or a joint personnel recovery center, as appropriate. Such a center coordinates personnel recovery operations with higher, lower, and adjacent organizations.

### **SUSTAINMENT CELL**

2-133. Sustainment operations ensure freedom of action, extend operational reach, and prolong the duration of operations. The sustainment cell includes the G-1, G-4, G-8, and surgeon staff sections. The G-4 serves as both the chief of the sustainment cell and the logistics section chief. Staff elements perform the specific functions as shown in figure 2-16.

Figure 2-16. Sustainment cell



2-134. The sustainment functional cell provides input to the common operational picture. More importantly, the sustainment functional cell develops and implements human resources policies, procedures, and personnel support while integrating logistics operations (maintenance, supply and services, transportation, general engineering, mortuary affairs, Army Health System, and financial management).

### Human Resources

2-135. The G-1 is the principal human resources advisor and the chief of the human resources section. This section establishes human resources policies and ensures human resources support is properly planned, resourced, and executed for the division headquarters.

2-136. The human resources operations element conducts morale, welfare, and recreation operations; manages command interest programs; manages retention efforts; and monitors postal operations for attached subordinate units. It manages the information assurance program and civilian personnel programs for Department of Defense personnel.

2-137. The G-1 COIC support element provides personnel who work in the COIC to synchronize human resources operations.

2-138. Human resources plans and policy element responsibility involves developing, coordinating, and managing current, mid-range and long-term human resources personnel policy recommendations for the commander. It includes providing oversight for executing human resources activities for subordinate units. It also incorporates human resources policy into operational and tactical plans and operations.

2-139. Casualty operations include collecting casualty information for preparing estimates, reporting casualties, and conducting notification and assistance programs. Casualty liaison teams, medical treatment facilities, mortuary affairs, and reports from subordinate units provide casualty information.

2-140. The essential personnel services element establishes, processes, and manages actions of subordinate units for the commander's signature.



2-141. The personnel information management element collects, processes, stores, displays, and disseminates human resources information about Soldiers, units, and civilians within the command. This function includes maintaining the human resources information systems. The human resources cell coordinates with other cells as necessary to establish communication links.

2-142. The personnel readiness management element analyzes personnel strength data to determine current combat capabilities, project future requirements, and assess conditions of unit individual readiness.

## Logistics

2-143. The G-4 has two primary responsibilities: G-4, assistant chief of staff for logistics, and chief of the sustainment cell. The G-4 is responsible for integrating all components of the sustainment function and preparing sustainment estimates and plans.

2-144. The G-4 COIC support element provides personnel to man the COIC in the division headquarters main command post. This element is responsible to the COIC chief of operations for addressing sustainment considerations in the execution of the operation. The logistics element coordinates with internal and external entities regarding mobility operations.

2-145. The maintenance element formulates policy, procedures, and directives that relate to materiel readiness and provides oversight of equipment and ordnance maintenance, recovery, and salvage operations. The element participates in joint, inter-Service, and host-nation agreements to provide resources that support operations and monitor and analyze maintenance functions and equipment readiness status.

2-146. The supply element formulates and implements policy and procedures for the classes of supply (less Class VIII), monitors support capability for critical classes of supply, and conducts asset visibility. It monitors transportation operations and logistics automation.

2-147. The services element formulates and implements policy and procedures for services related to the classes of supply (less Class VIII), such as mortuary affairs, field sanitation, and food service.

2-148. The transportation element supports deployment and redeployment of forces and distribution of materiel through formulating transportation policy, movement planning and execution, in-transit visibility, and tracking transportation systems and associated automated systems.

2-149. The logistics automation element develops and implements policies and procedures as well as plans and executes the command's logistics automation architecture.

## Financial Management

2-150. The G-8 is the principal advisor to the commander regarding financial management and is the chief of the financial management section. This section obtains guidance on policy, appropriations, and funding levels and provides guidance to subordinate financial managers. It estimates, tracks, and reports costs for specific operations to support requests as required. This element establishes the aggregate levels of fiscal support to be allocated and imposes directed resource constraints. It provides input to the program objective memorandum, prepares budget schedules, and adjusts budgets based on program budget decisions. The division headquarters G-8 chairs funding boards for subordinate units. This section is responsible for the following elements:

- Plans and operations.
- Budget execution.
- Special programs.

## Surgeon

2-151. The surgeon is charged with planning for and executing the Army Health System mission within the area of operations. The surgeon performs the following functions:

- Advises the commander on the health status of the command.
- Monitors, prioritizes, synchronizes, and assesses Army Health System support.

- Determines the medical workload requirements (patient estimates) based upon the casualty estimate developed by the assistant chief of staff, personnel, and personnel staff.
- Recommends policies and determines requirements and priorities for medical logistics. Logistics include blood and blood products, medical supply or resupply, medical equipment maintenance and repair services, production of medical gases, optometric support, fabrication of single- and multivision optical lenses, spectacle fabrication and repair, and medical contracting support.
- Develops policies, protocols, and procedures pertaining to the medical and dental treatment of sick, injured, and wounded personnel.

## **MISSION COMMAND**

2-152. The G-6 and G-9 staff sections and the cyber electromagnetic activities staff element are directly under the supervision of the chief of staff in figure 2-5. The electronic warfare staff element, previously part of the fires functional cell, is now a component of the cyber electromagnetic activities element under the direct supervision of the chief of staff.

2-153. Other special and coordinating staff elements are not organized under one of the five functional cells. Rather, these elements fall under the direct supervision of the chief of staff.

## **CIVIL AFFAIRS**

2-154. The G-9 integrates civil affairs functions and capabilities into operations and operates under the direct supervision of the chief of staff, unless directed otherwise by the commander. The G-9 provides representatives to the current operations integration, future operations, and plans cells in the main command post. Additionally, G-9 staff members participate in meetings (including boards and working groups) as needed. The civil affairs operations staff advises the commander about allocating and using civil affairs units. They develop the civil affairs operations annex to plans and orders. The civil affairs operations staff supports intelligence activities by sharing enemy information and possible indicators and warnings. They coordinate with the fires cell for target development, measures of effectiveness, and synchronization of nonlethal effects with lethal fires, ensuring that civilian property, public buildings, and infrastructure are protected to the maximum extent possible. They also establish a civil-military operations center that analyzes how civilians impact military operations.

2-155. The division headquarters military information support staff officer advises the commander on planning, executing, and assessing influence activities and on the psychological impact of friendly force operations on the local populace. The military information support planning section provides influence expertise for current operations and plans, including military deception planning, and coordinates military information support operations efforts across the staff.

## **Cyber Electromagnetic Activities**

2-156. The cyber electromagnetic activities (CEMA) element falls directly under the staff supervision of the chief of staff unless otherwise directed by the commander. The CEMA element integrates CEMA into the operations process from Army Service component command through brigade. The CEMA element is responsible for coordinating organic and nonorganic CEMA capabilities to support the commander's visualization, description of the movement, and employment of forces. This element participates in the fires targeting process, participates in information operations working group, and coordinates with the G-2 and G-6. It provides CEMA support to the current operations integration, future operations, and plans cells, as required.

## **Signal**

2-157. The G-6 operates under the direct supervision of the chief of staff in the main command post unless directed otherwise by the commander. The G-6 oversees all communications, information systems, and automation systems administration. The assistant chief of staff for signal is the chief of the signal section. This section includes the elements shown in figure 2-XX on page 2-XX.

2-158. The G-6 advises the commander, staff, and subordinate commanders on communications and information networks. The G-6 directs development of network requirements and running estimates, oversees network planning, and assists the G-3—assistant chief of staff for operations and the knowledge management element—in establishing procedures for developing and disseminating the common operational picture. The G-6 also oversees the management of division headquarters internal networks; coordinates external network support; and plans, manages, and executes electromagnetic spectrum operations.

### **Signal System Integration Oversight**

2-159. The signal system integration oversight element performs technical staff support to Army and joint units allocated to the division headquarters or division headquarters; oversees network certification and integration; and monitors the state of network modernization, readiness, communications-electronics maintenance, and sustainment. It oversees contractor support of the internal network, coordinates commercialization of communication and information technology capabilities, and supervises the installation of main and tactical command posts wire and cable networks.

### **Network Management**

2-160. The network management element manages the internal network from the applications residing on internal platforms through the points at which the network connects to the Global Information Grid. It maintains network connectivity to all allocated forces, including deployed units, units en route to the theater of operations, and units at home station. This element monitors network performance and quality of service, including interoperability of the internal network with external networks not controlled by the division headquarters or division headquarters, and manages frequency assignments for the subordinate units. It also deconflicts the electromagnetic spectrum for all emitters and supervises delivery of defense message system services to the main and tactical command posts. Lastly, it coordinates with the knowledge management section to develop and align tactical network enforceable information dissemination management policies and services.

### **Information Assurance**

2-161. The information assurance element ensures the availability, integrity, reliability, authentication, and nonrepudiation of information. It coordinates information systems interface with joint and multinational forces; develops, promulgates, and monitors information assurance policies; and oversees performance of communications security functions.

### **Communications Security**

2-162. The communications security element provides planning and support for subordinate units. Support includes receiving, transferring, accounting, safeguarding, and destroying communications security materials for respective command posts. The element trains and instructs communications security hand-receipt holders and users in the proper handling, control, storage, and disposal of communications security materials. The element also performs communications security key compromise recovery and reporting of communications security incidents.

### **Computer Network Defense**

2-163. The computer network defense element establishes network defense policies on accreditation, information assurance vulnerability assessment compliance, and access control. The element provides staff oversight of the network defense policy implementation by subordinate units. It ensures establishment and maintenance of security boundaries for network operations with military and civilian, joint and multinational organizations under division headquarters control and manages headquarters intrusion detection systems.

### **Tactical Messaging Service**

2-164. The tactical messaging service element provides tactical defense message system services to the main and tactical command posts. This element includes access to the defense message switch global address directory and the capability to send and receive signed and encrypted record messages.

### **Systems Support**

2-165. Signal systems support teams from the headquarters battalion signal company construct, install, and recover cable and wire communications systems and auxiliary equipment in main and tactical command posts. These teams install and operate the division headquarters information technology help desk, providing communication networks assistance and other help desk functions. They also provide voice, video teleconference, and e-mail (Nonsecure Internet Protocol Router Network [known as NIPRNET], and SECRET Internet Protocol Router Network [known as SIPRNET]) capabilities.

## **SUMMARY**

2-166. The U.S. Army division headquarters operates as a tactical headquarters under operational control of an Army corps or MEF headquarters. It may become a joint force land component headquarters. In limited contingency operations, it may become a JTF. The organizational design of the division headquarters is built around the commander; a command group; coordinating, special, and personal staffs; and a headquarters and headquarters battalion. The coordinating and special staffs are further organized into functional and integrating cells, normally on a permanent basis. When the division headquarters deploy to conduct operations, the command group and staff elements are organized to establish the main command post and, when required, the tactical command post. The division headquarters provides a flexible command and control capability and utility in all operational environments. The division headquarters may be used in other roles—for example, as the ARFOR, joint land forces component command, or joint task force headquarters—in a joint operations area for small-scale operations.

## **REFERENCES**

### **SELECT U.S. JOINT PUBLICATIONS**

- Most U.S. joint publications are available online:  
<[http://www.dtic.mil/doctrine/new\\_pubs/jointpub.htm](http://www.dtic.mil/doctrine/new_pubs/jointpub.htm)>.
- JP 1. *Doctrine for the Armed Forces of the United States.*
  - JP 1-04. *Legal Support to Military Operations.*
  - JP 2-0. *Joint Intelligence.*
  - JP 2-01.3. *Joint Intelligence Preparation of the Operational Environment.*
  - JP 3-0. *Joint Operations.*
  - JP 3-02. *Amphibious Operations* (in PDF only).
  - JP 3-03. *Joint Interdiction.*
  - JP 3-05. *Special Operations* (in PDF only).
  - JP 3-06. *Joint Urban Operations.*
  - JP 3-07. *Stability Operations.*
  - JP 3-07.2. *Antiterrorism.*
  - JP 3-07.3. *Peace Operations.*
  - JP 3-08. *Interorganizational Coordination During Joint Operations.*
  - JP 3-09. *Joint Fire Support.*
  - JP 3-09.3. *Close Air Support.*
  - JP 3-13. *Information Operations.*

- JP 3-13.1. *Electronic Warfare.*
- JP 3-13.2. *Military Information Support Operations* (Incorporating Change 1 Dated 20 Dec 2011).
- JP 3-13.3. *Operations Security.*
- JP 3-13.4. *Military Deception.*
- JP 3-14. *Space Operations.*
- JP 3-15.1. *Counter-Improvised Explosive Device Operations.*
- JP 3-16. *Multinational Operations.*
- JP 3-18. *Joint Forcible Entry Operations.*
- JP 3-24. *Counterinsurgency.*
- JP 3-30. *Command and Control of Joint Air Operations.*
- JP 3-31. *Command and Control for Joint Land Operations.*
- JP 3-33. *Joint Task Force Headquarters.* 31 Jan 2013 Maintenance Archived.
- JP 3-40. *Combating Weapons of Mass Destruction.*
- JP 3-50. *Personnel Recovery.*
- JP 3-52. *Joint Airspace Control.*
- JP 3-57. *Civil-Military Operations.*
- JP 3-60. *Joint Targeting.*
- JP 3-63. *Detainee Operations.*
- JP 4-02. *Health Service Support.*
- JP 4-08. *Logistics in Support of Multinational Operations.*
- JP 5-0. *Joint Operation Planning.*
- JP 6-01. *Joint Electromagnetic Spectrum Management Operations.*

**SELECT U. S. ARMY DOCTRINE PUBLICATIONS**

Most U.S. Army doctrinal publications are available online: <<http://www.apd.army.mil/>>.

- ADP 1. *The Army.*
- ADP 1-02. *Operational Terms and Military Symbols.*
- ADP 2-0. *Intelligence.*
- ADP 3-0. *Unified Land Operations.*
- ADP 3-05. *Special Operations.*
- ADP 3-07. *Stability.*
- ADP 3-09. *Fires.*
- ADP 3-28. *Defense Support of Civil Authorities.*
- ADP 3-37. *Protection.*
- ADP 3-90. *Offense and Defense.*
- ADP 4-0. *Sustainment.*
- ADP 5-0. *The Operations Process.*
- ADP 6-0. *Mission Command.*
- ADP 6-22. *Army Leadership.*
- ADP 7-0. *Training Units and Developing Leaders.*
- ADRP 1. *The Army Profession.*
- ADRP 1-02. *Terms and Military Symbols.*
- ADRP 2-0. *Intelligence.*
- ADRP 3-0. *Unified Land Operations.*

ADRP 3-05. *Special Operations.*  
 ADRP 3-07. *Stability (Including change 1).*  
 ADRP 3-09. *Fires (Including change 1).*  
 ADRP 3-28. *Defense Support of Civil Authorities.*  
 ADRP 3-37. *Protection (Including change 1).*  
 ADRP 3-90. *Offense and Defense.*  
 ADRP 4-0. *Sustainment.*  
 ADRP 5-0. *The Operations Process.*  
 ADRP 6-0. *Mission Command (Including change 1 and change 2).*  
 ADRP 6-22. *Army Leadership (Including change 1).*  
 ADRP 7-0. *Training Units and Developing Leaders.*  
 FM 1-0. *Human Resources Support.*  
 FM 1-02. *Operational Terms and Graphics.*  
 FM 1-04. *Legal Support to the Operational Army.*  
 FM 1-05. *Religious Support.*  
 FM 1-06. *Financial Management Operations.*  
 FM 1-100. *Army Aviation Operations.*  
 FM 2-0. *Intelligence Operations.*  
 FM 2-01.3. *Intelligence Preparation of the Battlefield/Battlespace.*  
 FM 3-01. *U.S. Army Air and Missile Defense Operations.*  
 FM 3-05. *Army Special Operations.*  
 FM 3-06. *Urban Operations.*  
 FM 3-07. *Stability.*  
 FM 3-09. *Field Artillery Operations and Fire Support.*  
 FM 3-11. *Multi-Service Doctrine for Chemical, Biological, Radiological, and Nuclear Operations.*  
 FM 3-13. *Inform and Influence Activities.*  
 FM 3-14. *Army Space Operations.*  
 FM 3-16. *The Army in Multinational Operations.*  
 FM 3-22. *Army Support to Security Cooperation.*  
 FM 3-24. *Insurgencies and Countering Insurgencies.*  
 FM 3-27. *Army Global Ballistic Missile Defense Operations.*  
 FM 3-34. *Engineer Operations.*  
 FM 3-36. *Electronic Warfare.*  
 FM 3-38. *Cyber Electromagnetic Activities.*  
 FM 3-39. *Military Police Operations.*  
 FM 3-50. *Army Personnel Recovery.*  
 FM 3-52. *Airspace Control.*  
 FM 3-55. *Information Collection.*  
 FM 3-57. *Civil Affairs Operations.*  
 FM 3-60. *The Targeting Process.*  
 FM 3-61. *Public Affairs Operations.*  
 FM 3-63. *Detainee Operations.*  
 FM 3-90-1. *Offense and Defense Volume 1.*

- FM 3-90-2. *Reconnaissance, Security, and Tactical Enabling Tasks Volume 2.*
- FM 3-94. *Theater Army, Corps, and Division Operations.*
- FM 4-01. *Army Transportation Operations.*
- FM 4-02. *Army Health System.*
- FM 4-30. *Ordnance Operations.*
- FM 4-40. *Quartermaster Operations.*
- FM 4-95. *Logistics Operations.*
- FM 5-102. *Counter mobility.*
- FM 6-0. *Commander and Staff Organization and Operations.*
- FM 6-01.1. *Knowledge Management Operations.*
- FM 6-02. *Signal Support to Operations.*
- FM 6-99. *U.S. Army Report and Message Formats.*
- FM 7-15. *The Army Universal Task List.*
- ATP 1-02.1. *Multi-Service Brevity Codes.*
- ATP 2-01. *Plan Requirements and Assess Collection.*
- ATP 3-01.50. *Air Defense and Airspace Management (ADAM) Cell Operation.*
- ATP 3-07.5. *Stability Techniques.*
- ATP 3-09.32. *JFIRE Multi-Service Tactics, Techniques, and Procedures for the Joint Application of Firepower.*
- ATP 3-09.34. *Kill Box Multi-Service Tactics, Techniques, and Procedures for Kill Box Planning and Employment.*
- ATP 3-60.1. *Multi-Service Tactics, Techniques, and Procedures for Dynamic Targeting.*
- ATP 3-90.90. *Army Tactical Standard Operating Procedures.*
- ATP 3-91.1. *The Joint Air Ground Integration Center.*
- ATP 5-19. *Risk Management.*
- ATP 6-02.73. *Tactical Chat Multi-Service Tactics, Techniques, and Procedures for Internet Tactical Chat in Support Of Operations.*

**BOARDS, WORKING GROUPS, AND MEETINGS**

**Boards**

**Targeting Board**

<p><b>Purpose:</b> To provide timely and effective guidance and approval on all aspects of targeting:</p> <ul style="list-style-type: none"> <li>• Provide assessments by line of operation (LOO) and line of effort (LOE).</li> <li>• Approve decision support matrix (DSM), targeting requests, and information operations (IO) objectives</li> <li>• Approve high-payoff target list (HPTL) and high-value target list (HVTL)</li> <li>• Provide guidance to units</li> <li>• Provide targeting focus to staff</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commanders guidance</li> <li>• Current operations, plans update</li> <li>• ISTAR priorities/forecast</li> <li>• battle damage assessment</li> <li>• Target folder review</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Approved high-priority target list</li> <li>• Approved 72hr target synchronization matrix</li> <li>• Approved 48hr target synchronization matrix (TSM)</li> <li>• Approved 24hr fire support coordination measures (FSCM)</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Approve high-payoff target list (HPTL) and high-value target list (HVTL).</li> <li>• Approve target nominations to Corps, CAGM, FSCM updates, and high-value individual (HVI) target development priorities</li> <li>• Approve target development requests, IO objectives and engagements, military information support operations (MISO) synchronization plan, and HTS focus</li> <li>• Approve distribution of close air support (CAS) and air interdiction (AI) (air tasking order (ATO) +24/48/72) requests</li> <li>• Approve recommended changes to restricted target list (RTL), no strike list (NSL).</li> <li>• Approve sensitive target (STAR) for senior airfield authority (SAA) nomination</li> <li>• Approval of targeting tasks to subordinate units</li> <li>• Approve draft fires FRAGO fragmentary order if required</li> <li>• Secure commander's guidance and intent</li> </ul>	
<p><b>Chair:</b> ADC-M</p>	<p><b>Lead cell:</b> Chief of Fires</p>
<p><b>Attendees:</b> Deputy fires chief, chief of staff, G-2, G-3, G-5, G-7, G-9, G-2 targeting, operational law, maneuver brigade LNO's, aviation brigade LNO, fires brigade LNO, sustainment representative, protection representative, FAIO, electronic warfare officer (EWO), joint terminal attack controller (JTAC), AAMD</p>	



**Plans Board**

<b>Purpose:</b> To provide updated understanding of the mission status throughout the area of responsibility.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Higher FRAGOs and OPLANS</li> <li>• Staff Running estimates</li> <li>• Commander's planning guidance</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Approved courses of action (COA)</li> <li>• Approved decision support tools</li> <li>• Synchronization of current operations and future plans</li> <li>• Branch, sequel, and/or named operation order or FRAGO / OPORDs</li> <li>• Plans - FUOPS (or current operations) hand off</li> <li>• Planning execution timeline</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Update G-2 planner and assessment</li> <li>• Update higher and adjacent OPLANSoperation plans, planning guidance</li> <li>• UpdateG-3 current operations</li> <li>• Review corps FRAGOs</li> <li>• Recommend division FRAGOs, branches, sequels</li> <li>• Update commander's guidance</li> <li>• Update timeline</li> </ul>	
<b>Chair:</b> Commander or designated representative	<b>Lead cell:</b> G-5
<b>Attendees:</b> Representatives from G-3, G-5, FUOPS staff, and other staff cell representatives as required, brigade representatives	

**Working Groups**

2-167. Working groups are recurring or ad hoc meetings formed to provide analysis or recommendations to other battle rhythm events. Working groups normally consist of core functional groups and other staff and component representatives as required. The outcomes of working groups are used to facilitate decision making by boards.

**Targeting Working Group**

<p><b>Purpose:</b> Provides timely recommendations and effective guidance on all aspects of targeting.</p> <ul style="list-style-type: none"> <li>• Assess and decide</li> <li>• Formalize assessment process by line of operation and line of effort (LOO/LOE)</li> <li>• Enable staff estimates and IPB</li> <li>• Develop a comprehensive knowledge base</li> <li>• Determine HPNL &amp; HVTL by LOO/LOE and for brigade combat team</li> <li>• Rehearse for decision briefing to board chair</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Warfighting function updates</li> <li>• FUOPS update</li> <li>• Intelligence update</li> <li>• Collection plan</li> <li>• Target systems analysis and high-value target list</li> <li>• Working joint integrated prioritized target list (JIPTL)draft (JFACC)</li> <li>• Planned allocation of CAS and AI sorties (air support operations center [ASOC])</li> <li>• Published air tasking orders (ATOs) x 3 (ASOCs)</li> <li>• Time sensitive target nominations, target development requests, approved joint target nominations</li> <li>• Restricted target list and no strike list nominations</li> <li>• Sensitive target (STAR)</li> <li>• Current assessment of essential fire support tasks (EFSTs)</li> <li>• Counter-fire assessment (counter-fire (CF) HQheadquarters)</li> <li>• Corps target nominations</li> <li>• Updates to commander's guidance for fires</li> <li>• Logistic constraints (Class V)</li> <li>• Rules of engagement (ROE) changes</li> <li>• Key leader engagement (KLE) assessments</li> </ul>	<p><b>Outputs:</b> Recommended updates to:</p> <ul style="list-style-type: none"> <li>• Composite attack guidance matrix (CAGM)</li> <li>• Joint target nominations</li> <li>• Target development requests</li> <li>• Time-sensitive target (TST) prosecution</li> <li>• Information operations and electronic warfare requirements (including military information support operations)</li> <li>• Close air support (CAS) and air interdiction (AI) requests (&gt; 72 hours)</li> <li>• AI and CAS changes to the ATO (24 to 72 hours)</li> <li>• Updates to EFSTs</li> <li>• Draft operational fire plans and changes to FSCMs</li> <li>• High-value individual kill and capture mission nominations</li> <li>• Key leader engagement needs</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Synchronize operations, intelligence, fires, information operations, and electronic warfare to review and nominate lethal and nonlethal targeting information, guidance, and priorities. (Recommendations presented to the working group should already be staffed to the maximum degree possible.)</li> <li>• Review targeting board's focus of developing broad targeting priorities and other targeting guidance in accordance with commander's guidance, approved EFSTs, and the corps commander's priorities.</li> <li>• Review ROE and prioritize targets to synchronize staff functions and accomplish commander's guidance.</li> <li>• Review collateral damage estimate process and possible violations of Joint force commander's policy</li> <li>• Propose recommended lethal and nonlethal targets for approval decision at targeting board</li> <li>• Identify capabilities and constraints of all resources available to the command for prosecution of proposed targets.</li> <li>• Manage a complete list of restricted and no-strike targets, and identify areas of special operations forces operations.</li> <li>• Maintain a macro-level view of the area of operations and ensures targeting nominations are de-conflicted and consistent with the commander's concept of operations.</li> </ul>	
<p><b>Chair:</b> Chief of Fires</p>	<p><b>Lead cell:</b> Fires</p>
<p><b>Attendees:</b> chief of staff, G-2 representative, G-3 representative, G-5 representative, G-7 representative, G-9 representative, G-2 targeting, operations law representative, brigade fire support officer, sustainment representative, protection representative, CHOPS representative, USAF representative, targeting officer representative, FAIO representative, electronic warfare officer representative, operations research and systems analysis representative, joint terminal attack controller, AAMD</p>	

*Protection Working Group*

<p><b>Purpose:</b> To coordinate and disseminate force protection measures and procedures throughout the division that are appropriate to the threat; disseminate best practices; and identify force protection capability gaps throughout the force. The protection working group monitors and assesses the risks and threats to forces in the area of operations and implements control measures to maintain protection by reviewing threats and hazards; identifying vulnerabilities; recommending countermeasures, force protection condition levels, assessments, missions, and tasks to subordinates; monitoring corrective actions; and directing vulnerability assessment teams.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's guidance and intent</li> <li>• Current and emerging threats and trends</li> <li>• Current operations update</li> <li>• Review critical asset list and defended asset list</li> <li>• Major subordinate command; and forward operating base vulnerability assessments</li> <li>• Vulnerability assessments team assessments and trends</li> <li>• Anticipated future plans, branches, and sequels</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated protection assessment</li> <li>• Identified vulnerabilities 72-96 hours out: personnel, operational, and proposed countermeasures (personnel, material, and asset protection)</li> <li>• Recommended force protection condition (FPCON)</li> <li>• Recommended mitigation tactics, techniques, and procedures (TTP) and tasks (route and maneuver terrain risks and Infrastructure risks and/or protection requirements)</li> <li>• Recommended changes to essential elements of friendly information (EEFI)</li> <li>• Recommended changes to the critical asset list and defended asset list</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Provide operations update and intelligence update (G-3/FUOPS and G-2/C)</li> <li>• Update commander's critical information requirement (CCIR) and concept of operation review</li> <li>• Update critical asset list and defended asset list</li> <li>• Identify new vulnerabilities (next 72 hours)</li> <li>• Identify extremely high or high-risk mitigation measures</li> <li>• Make recommendations (security posture adjustments, troop behavior, command information engagement, resource allocation, and required training)</li> </ul>	
<p><b>Chair:</b> Protection Chief</p>	<p><b>Lead cell:</b> Protection</p>
<p><b>Attendees:</b> Representatives from air and missile defense; chemical, biological, radiological, and nuclear; engineers; explosive ordnance disposal; operations security; provost marshal; G-2X; personnel recovery; G-6; safety; brigade LNOs, operational law; G-5; G-7; G-9; preventive medicine; HHBN</p>	

*Information Operations Working Group*

<p><b>Purpose:</b> To ensure that all elements of information operations (IO) are integrated and synchronized in accordance with the commander's intent and ongoing operations. To review and modify (as required) IO priorities, status of ongoing objectives, and new focus areas.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Corps political, military, economic, social, information, and infrastructure product</li> <li>• Intelligence updates (G-2 Representative)</li> <li>• Open-source intelligence (OSINT) analysis (media roll-up) (public affairs officer and G-2)</li> <li>• Collection management officer updates (G-9)</li> <li>• Military information support operations nominations (nonlethal targets)</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Nonlethal targeting and synchronization plan</li> <li>• Updated key leader engagement recommendation</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Provide G-2 update and assessment</li> <li>• Review operations update</li> <li>• Discuss media analysis</li> <li>• Review military information support operations analysis</li> <li>• Review and update information operations target plan</li> <li>• Discuss staff judge advocate legal review</li> </ul>	
<p><b>Chair:</b> IO Officer</p>	<p><b>Lead cell:</b> IO</p>
<p><b>Attendees:</b> G-3 operations, targeting chief, G-2 planner, G-9 representative, civil affairs battalion representative, brigade combat team IO representatives, military information support operations planner, public affairs officer, assistant G-3 IO representatives, chaplain, G-2X representative, G-5 representative, operations law</p>	

*Sustainment Working Group*

<p><b>Purpose:</b> To plan and coordinate sustainment operations across the United States and host nations to include logistics, personnel, budget, civil military, engineer, and medical support.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Status of all functions across the Sustainment war fighting functions and all subordinate unit</li> <li>• Logistics reports, munitions report, bulk petroleum contingency report, critical Class V, and critical Class VII</li> <li>• Theater sustainment command and 287th status of direct support assets and Army pre-positioned stocks</li> <li>• Subordinate brigade combat sustainment support battalion and brigade support battalion running estimates</li> <li>• Personnel status and casualty report</li> <li>• MEDSITREP</li> <li>• Corps sustainment FRAGOs</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Sustainment FRAGOs</li> <li>• Input to branches and sequels</li> <li>• Input to decision support template</li> <li>• Logistics synchronization matrix</li> <li>• No-fire areas (NFA) to targeting working group regarding forward arming and refueling point (FARPS) and restriction of movements</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Complete introductions and roll call</li> <li>• Review of intelligence update</li> <li>• Review of subordinate status, issues, shortfalls, and priorities</li> <li>• Review required inputs or outputs and products</li> <li>• Review inputs by functional area: personnel, logistics, finance, and medical</li> <li>• Summary and actions</li> </ul> <p>Key Tasks:</p> <ul style="list-style-type: none"> <li>• Review status of major subordinate commands and theater sustainment command</li> <li>• Roll up subordinates reports</li> <li>• Identify functional issues</li> <li>• Compile and prioritize recommendations for BSRB decision</li> <li>• Draft FRAGO input, as required.</li> </ul>	
<p><b>Chair:</b> G-4</p>	<p><b>Lead cell:</b> G-4 Section</p>
<p><b>Attendees:</b> G-1, G-8, medical representative, civil military operations representative</p>	

**Key Leader Engagement Working Group**

<p><b>Purpose:</b> To synchronize operational and tactical level key leader engagements (KLEs) to support the commander's engagement strategy. Provide the command group consistent themes and talking points that support the commander's guidance.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's intent</li> <li>• Previous engagement after action review(s)</li> <li>• Planning efforts and priorities</li> <li>• Objectives for future engagements</li> <li>• Bio's as required</li> <li>• Subordinate requests for support</li> <li>• Staff section requirements</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated engagement strategy</li> <li>• Recommended upcoming engagements</li> <li>• Identified risks, vulnerabilities, and mitigation</li> <li>• Identified opportunities</li> <li>• Recommended themes, talking points and engagements</li> <li>• ESXUM for Chief of Staff</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Complete introductions and purpose</li> <li>• Discuss previous KLE AARs</li> <li>• Discuss objectives for upcoming engagements</li> <li>• Plan priorities: tasks needed to accomplish future engagements</li> <li>• Identify priority intelligence requirement (PIR) for future engagements</li> <li>• Nominate submissions and review</li> <li>• Provide G-7 comments</li> <li>• Close</li> </ul>	
<p><b>Chair:</b> G-7</p>	<p><b>Lead cell:</b> G-7</p>
<p><b>Attendees:</b> G-2, G-3 CUOPs, G-3 FUOPS, G-5 plans, G-9, joint force commander, OPSEC, military information support operations, combat camera, space, staff judge advocate, public affairs officer, chaplain, provost marshal, major subordinate command (MSC) G-7 or S7, MSC public affairs officer, cultural advisor, political advisor, military information support task force, LNOs, and advisors (if MSC subject matter expert representatives not available)</p>	

**Knowledge Management Working Group**

<p><b>Purpose:</b> To effectively develop and refine information and knowledge management processes and procedures within III Corps and subordinates to support situational analysis, decision making, and operations.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's priorities</li> <li>• Identified emerging best practices</li> <li>• Identified knowledge gaps, reports, and data storage requirements.</li> <li>• Individual staff knowledge information requirements and processes.</li> <li>• Collection manager issues</li> <li>• AARs, lessons learned</li> <li>• Output from TiWG</li> <li>• Output from CCB</li> <li>• Output from knowledge management report operational planning team</li> <li>• Requests for information (RFI)</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Knowledge management plan updates</li> <li>• Knowledge management inputs to battle rhythm</li> <li>• FRAGO's published as needed</li> <li>• Recommendations on developing a culture of sharing</li> <li>• Incorporate priorities in knowledge management guidance and policy</li> <li>• Recommend changes and updates to policy, SOPs, FRAGOs... and to KM doctrine.</li> </ul>
<p><b>Key tasks / agenda:</b></p> <ul style="list-style-type: none"> <li>• Provide commander's guidance</li> <li>• Provide chief of staff guidance</li> <li>• Identify knowledge gaps or emerging requirements</li> <li>• Discuss B2C2WG 7-minute drill developments</li> <li>• Discuss special topic updates</li> <li>• Identify best practices</li> <li>• Identify current knowledge shortfalls and issues</li> <li>• Answer questions</li> </ul>	
<p><b>Chair:</b> Chief of Staff</p>	<p><b>Lead cell:</b> Knowledge Management</p>
<p><b>Attendees:</b> G-staff, special staff, personal staff primaries, or their designates</p>	

**Civil-Military Operations Working Group**

<p><b>Purpose:</b> To establish policies, procedures, priorities and overall direction for all civil-military projects. Provide updates to ongoing nongovernmental organizations (NGOs) projects. To identify needs within the area of operations (AO). To present suggested future projects. To assess measures of effectiveness (MOEs).</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• G-2/S-2 synchronization working group</li> <li>• Project management status</li> <li>• MOE and measures of performance (MOP) status</li> <li>• Trend analysis</li> <li>• Information operations working group (previous week's)</li> <li>• Targeting meeting(s)</li> <li>• Assessment working group</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated NGO project status matrix</li> <li>• Proposed NGO project matrix</li> <li>• Updated MOE status for information operations working group</li> <li>• NGO issues</li> <li>• KLE Nomination</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Review G-2 update and assessment</li> <li>• Review operations update</li> <li>• Review trend analysis update</li> <li>• Review civil affairs project update</li> <li>• Review engineer project update</li> <li>• Discuss staff judge advocate concerns</li> <li>• Complete discussion and issues</li> <li>• Approve information operations working group input</li> </ul>	
<p><b>Chair:</b> G-9 / CMO</p>	<p><b>Lead cell:</b> G-9 Section</p>
<p><b>Attendees:</b> Civil affairs battalion representative, engineer representative, G-2 representative, G-3 representative, fires representative, operational law representative, G-7, military information support operations planner, military information support operations company representative, special operations forces LNO, surgeon representative, chaplain representative, brigade representative, G-8</p>	

**Assessment Working Group**

<p><b>Purpose:</b> To provide updated status of mission measure of performance (MOP) and measure of effectiveness (MOE) within the area of operations to improve mission planning and execution and to improve effectiveness.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Brigade combat team survey data (TCAPF summary)</li> <li>• Unit liaison assessment</li> <li>• Intelligence update slide</li> <li>• Commander's guidance</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Assessment summary</li> <li>• Trend analysis</li> <li>• MOE/MOP assessment validation</li> <li>• Target nominations</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Complete introductions and roll call</li> <li>• Provide PMESII-PT— political, military, economic, social, information, infrastructure, physical environment, and time—report (G-2 and G-9)</li> <li>• Provide TCAPF summary (G-3)</li> <li>• Complete liaison assessments (as applicable)</li> <li>• Provide additional staff section input (as applicable)</li> <li>• Discuss MOE and MOP review</li> <li>• Provide assessment summary and target nominations</li> </ul>	
<p><b>Chair:</b> Assessment Chief</p>	<p><b>Lead cell:</b> Assessment</p>
<p><b>Attendees:</b> Representatives from G-2, G-3, G4, G-5, G-6, G-7, G-8, G-9, chaplain, collection manager, protection chief, MED, staff judge advocate, LNOs (host nation and Service component)</p>	

**Plans Working Group**

<b>Purpose:</b> To provide a planning forum for operations beyond the 72 hour horizon. To provide forum for issuance of plans, orders, and policy directives.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>Higher headquarters FRAGO, guidance, and intentions.</li> <li>Campaign assessment (joint task force).</li> <li>Commanders' guidance on execution of planned decisions and actions.</li> <li>Commanders' directed planning priorities and tasks.</li> <li>Intelligence summary.</li> <li>Current operations update.</li> <li>Inputs from Boards and working groups, components, multinational partners, interagency planners, nongovernmental and intergovernmental organizations.</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>As appropriate – updated commander's planning guidance, requirement to develop branches or sequels, and issues and topics for discussion.</li> <li>Recommend updated planning guidance, commander's critical information requirement (CCIR)</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>Provide commander and deputy commander a structured assessment of current campaign conditions and recommendation for future operations and planning tasks.</li> <li>As required, brief any completed plans for approval.</li> <li>Recommend branch planning direction.</li> <li>Assess required approved plans</li> <li>Draft orders (warning order (WARNO), / FRAGO or operation order) as required.</li> <li>Update commander's guidance and CCIR.</li> <li>Draft planning timeline</li> <li>Summary</li> </ul>	
<b>Chair:</b> G-5	<b>Lead cell:</b> G-5
<b>Attendees:</b> Planners and other staff cell representatives as required, brigade representatives	

**Meetings**

2-168. Meetings are held to de-conflict and synchronize activities across the formation. The frequency and membership of these meetings will be determined by ongoing operations and requirements.



*Current Operations*

<p><b>Purpose:</b> To provide current operations planning forum for operations current operations within the area of operations. To provide forum to update and or confirm issuance of plans, orders, and policy directives.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher headquarters HQs FRAGO/guidance and intentions (J3).</li> <li>• Campaign assessment (joint task force).</li> <li>• Commander's guidance on execution of planned decisions and actions.</li> <li>• Commanders' directed planning priorities and tasks.</li> <li>• Intelligence summary (INTSUM) (operation order (OPORD) identification and intelligence operations center).</li> <li>• Current operations update.</li> <li>• Inputs from boards and working groups, components, multinational partners, interagency planners, nongovernmental and intergovernmental organizations.</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• As appropriate – updated commander's planning guidance, branches or sequels, and issues or topics for discussion with nation assistance.</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Provide commander and deputy commander a structured assessment of current campaign conditions and recommendation for future operations and planning tasks.</li> <li>• As required, brief any completed plans for approval.</li> <li>• Recommend branch planning direction.</li> <li>• Draft orders (WARNO/ FRAGO / Operations Order ) as required.</li> <li>• Update commander's guidance / CCIR.</li> <li>• Summary.</li> </ul>	
<p><b>Chair:</b> G-3</p>	<p><b>Lead cell:</b> G-3</p>
<p><b>Attendees:</b> Core FUOPS staff and other staff cell representatives as required.</p>	

*Network Operations/Planning*

<p><b>Purpose:</b> To manage network resources; issue tactics, techniques, and procedures guidance; and issue and receive feedback from supported units regarding current and future signal operations. To develop a synchronized update of the current (last 24 hours) status of signal networks, signal challenges, and provide guidance on current issues and future signal tasks.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Commander's guidance</li> <li>• G-6 guidance and priorities</li> <li>• Higher headquarters signal guidance</li> <li>• Annex H</li> <li>• Staff requirements</li> <li>• S-6 feedback (including communications status [COMSTAT])</li> <li>• Information management officer (IMO) feedback</li> <li>• Updates from G-6 server, CND, and information assurance teams</li> <li>• Operator updates on installed, maintained TBC clients, Army Battle Command System, to include users with battlefield signal support systems and terminal devices</li> <li>• Operator updates on integrated long haul transmission (LHT) systems and WIN-T signal systems and network</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated COMSTAT: status of voice, data, video networks, and transmission systems throughout the division warfighting functions</li> <li>• Refined situational awareness on section and user requirements and issues</li> <li>• Refined G-6 priorities of work</li> <li>• Refined understanding of information management officer signal challenges</li> <li>• Refined awareness of the effects of control measures.</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Complete introductions – Role: (5 min)</li> <li>• Part I -- network operations (NETOPS) and brigade S-6 signal support (30 min)</li> <li>• Discuss ongoing operations: check status of known existing implementations.</li> <li>• Discuss weekly Stand-To issues</li> <li>• Receive feedback and issue guidance as relevant</li> <li>• Outline course of action, available resources and TTPs</li> <li>• Identify where and how to resource those concerns.</li> <li>• Part II – network plans and brigade forecasts for support (30 min)</li> <li>• Identify future operational requirements</li> <li>• Discuss synchronization and collaborative effort topics</li> <li>• Discuss training, drills, operations, and tactics, techniques, and procedures</li> <li>• Identify anticipated unit shortfalls or coverage issues</li> </ul>	
<p><b>Chair:</b> G-6</p>	<p><b>Lead cell:</b> G-6</p>
<p><b>Attendees:</b> G-6 NETOPS Chief or noncommissioned officer in charge, staff section IMOs, division signal company platoons, contractors, subordinate S-6s, or other consistent representative</p>	

**Public Affairs Synchronization**

<p><b>Purpose:</b> G-3 operations, targeting chief, G-2 Planner, G-9 Representative, CA Bn Representative, brigade combat team IO REPRESENTATIVEs, military information support operations Planner, PAO, A/G-3 IIE representatives, Chap, G-2X Representative, G-5 Representative, OPLAW.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>Public affairs initiatives</li> <li>Commander's guidance and intent and FRAGO</li> <li>Campaign assessment</li> <li>Information operations condition (INFOCON) status</li> <li>Communications status (COMSTRAT) guidance</li> <li>Civil military operations (CMO) updates</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>Combined public affairs guidance</li> <li>Press releases for national broadcast</li> <li>Talking points for press briefings and press conferences</li> <li>Media analysis</li> <li>Key themes and messages for senior leaders</li> <li>Response to media query</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>Combine public affairs operations to ensure the accurate and timely release of information to the media</li> <li>Interact with media to facilitate press briefings and conferences</li> <li>Coordinate with JSDF public affairs operations for JMI approval of releasable information for print and broadcast</li> <li>Complete timely response to media queries</li> <li>Develop strategic communication themes and messages to support joint internal information programs</li> <li>Draft FRAGO input (public affairs directives) as required</li> <li>Summary</li> </ul>	
<p><b>Chair:</b> Public Affairs Officer</p>	<p><b>Lead cell:</b> Public Affairs</p>
<p><b>Attendees:</b> Combined – public affairs officer, military information support operations, G1, G-2, G-3, G4, G-6, G-9, surgeon, chaplain, staff judge advocate, protection chief, subordinate LNOs</p>	

**Future Operations**

<p><b>Purpose:</b> To conduct an operational planning team (OPT).</p> <ul style="list-style-type: none"> <li>Identify the corps plans team membership</li> <li>Conduct the military decisionmaking process (MDMP)</li> <li>Assign or answer requests for information (RFIs)</li> <li>Synchronize staff coordination and efforts</li> <li>Coordinate, plan, and build Level A, B, and C plans</li> <li>Link future plans to current operations.</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>Previous due outs and suspense products</li> <li>Respective subject matter experts information</li> <li>Respective staff MDMP products</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>Proposed MDMP products</li> <li>Proposed CONPLAN, OPLAN, branch, or sequel</li> <li>Staff coordination</li> <li>OPT way ahead</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>Identify purpose of meeting and agenda</li> <li>Review higher commander's guidance</li> <li>Identify key topics</li> <li>Identify coordination needed</li> <li>Identify RFIs</li> <li>Identify OPT due outs and suspenses</li> <li>Identify OPT timeline</li> </ul>	
<p><b>Chair:</b> G-5</p>	<p><b>Lead cell:</b> G-5 Section</p>
<p><b>Attendees:</b> Flexible group that will convene upon mission planning initiation. Certain plan teams members will be involved regardless of the situation. Planning teams will be broken into three levels.</p>	

*Movement Control*

<p><b>Purpose:</b> To plan and coordinate movement control operations across the United States and host nation to include air, personnel, budget, convoy, and wheel vehicle support.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Status of all transportations functions across the area of operations in support of all subordinate unit</li> <li>• Subordinates status</li> <li>• Subordinates issues/shortfalls</li> <li>• Schemes of maneuver and intelligence update</li> <li>• Priority of effort</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Issues and recommendations for the movement control working group and G-4.</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Complete introductions and roll call</li> <li>• Key tasks</li> <li>• Review status of major subordinate commands and theater sustainment command /BSB</li> <li>• Review of all main and alternate main supply routes</li> <li>• Roll up subordinates reports</li> <li>• Identify functional issues</li> <li>• Coordinate with aerial port of debarkation and aerial port of embarkation points of contact</li> <li>• Draft FRAGO input, as required</li> <li>• Summary</li> </ul>	
<p><b>Chair:</b> G-4</p>	<p><b>Lead cell:</b> G-4</p>
<p><b>Attendees:</b> Lead ACTO for G-1, G-4, G-8, engineer, G-9, surgeon, Defense Logistics Agency, Army Materiel Command, 21 theater sustainment command, LNO and MN staff</p>	

## Chapter 3

# United States Marine Corps Marine Expeditionary Brigade Task Organizations

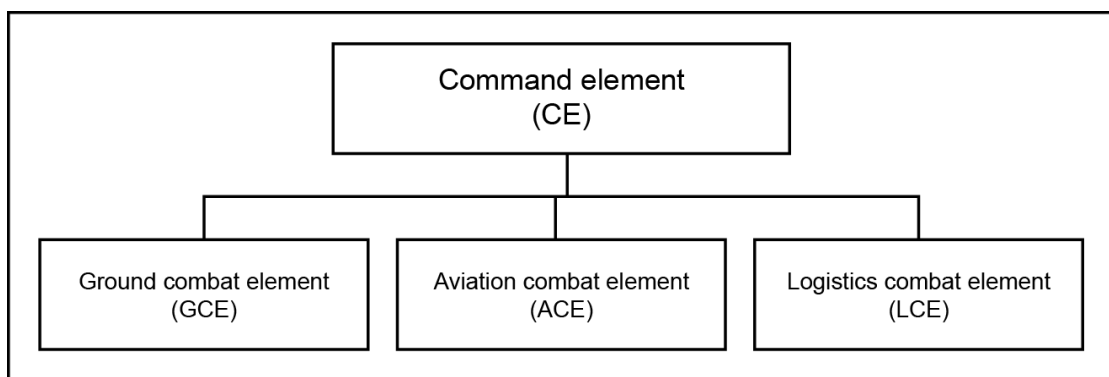
This chapter provides a description of the standard task organizations used by the United States Marine Corps describing the role of the Marine Air-Ground Task Force (MAGTF) and the Marine Expeditionary Brigade in command and control of land forces.

### ROLE OF THE MAGTF

3-1. The MAGTF is the Marine Corps' principal organizational construct for conducting missions across the range of military operations. MAGTFs provide geographic combatant and multinational force commanders with scalable, versatile expeditionary forces able to assure allies, deter potential adversaries, provide persistent U.S. presence with little or no footprint ashore, and respond to a broad range of contingency, crisis, and conflict situations. They are balanced combined-arms force packages containing command, ground, aviation, and logistics elements. A single commander leads and coordinates this combined-arms team through all phases of deployment and employment.

### MAGTF COMPOSITION

3-2. While MAGTFs are task-organized, each MAGTF, regardless of size or mission, has the same basic structure. Each MAGTF has four core elements: a command element, ground combat element, aviation combat element, and combat service support element. The MAGTF's combat forces reside within these four elements.



**Figure 3-1. MAGTF Structure**

3-3. The Marine Corps task organizes for operations in accordance with its statutory mandate to provide forces of combined arms, including aviation, by forming integrated combined-arms MAGTFs. As the name indicates, MAGTFs are organized for the specific tasks at hand and specifically tailored by mission for rapid deployment by air and/or sea. No matter what their mission or mode of deployment, MAGTFs are comprised of four deployable elements that are supported from Marine Corps bases and stations.

### **COMMAND ELEMENT (CE)**

3-4. The CE contains the MAGTF headquarters and other units that provide operations, intelligence, logistics, communications, and administrative support. As with all other elements of the MAGTF, the CE is scalable and task organized to provide the command, control, communications, computers, intelligence, and interoperability necessary for effective planning and execution of operations.

### **GROUND COMBAT ELEMENT (GCE)**

3-5. The GCE is task-organized to conduct ground operations to support the MAGTF mission. This element includes infantry, artillery, reconnaissance, armor, light armor, assault amphibian, combat engineer, and other units as needed. The GCE is formed around an infantry battalion, infantry regiment or Marine division headquarters and can vary in size and composition.

### **AVIATION COMBAT ELEMENT (ACE)**

3-6. The ACE conducts offensive, defensive, and all other air operations to support the MAGTF mission. The ACE is task-organized to perform the six functions of Marine aviation required to support the MAGTF mission - assault support, anti-air warfare, offensive air support, electronic warfare, control of aircraft and missiles, and aerial reconnaissance which could include aviation support to humanitarian assistance and disaster relief operations. The ACE is formed around an aviation squadron, Marine aircraft group or Marine aircraft wing.

3-7. Logistics Combat Element (LCE)

3-8. The LCE is task-organized to provide the the six functions of combat service support (CSS) to maintain the readiness and sustainability of the MAGTF. The six functions of CSS are supply, maintenance, transportation, health services, services and general engineering. The LCE is formed around a combat logistics battalion/regiment or Marine Logistic Group headquarters. It may vary in size and composition depending upon the mission supported.

## **MAGTF CAPABILITIES**

3-9. While MAGTFs are tailored to meet combatant commanders' requirements, MAGTFs operate as an integrated force in the air, land, maritime and cyberspace domains. The naval character of MAGTFs enhances their global mobility, lethality, and endurance power. Whether embarked aboard amphibious ships or deployed using other means, multi-mission capable MAGTFs provide U.S. civilian and military leaders with the ability to conduct the following activities:

- Move forces into crisis areas without revealing their exact destinations or intentions
- Provide continuous presence in international waters
- Commence execution of a mission within six to 48 hours of receiving a warning order
- Provide immediate national response in support of humanitarian and natural disaster relief operations
- Provide credible but non-provocative combat power over the horizon for rapid employment as the initial response to a crisis
- Support diplomatic processes for peaceful crisis resolution before employing immediate-response combat forces
- Respond to crises through the measured projection of combat power ashore - day or night and under all weather conditions
- Introduce additional Marine forces sequentially into a theater of operations
- Operate independent of established airfields, basing agreements, and overflight rights
- Conduct combat operations ashore, relying on MAGTF-organic combat service support
- Conduct theater security cooperation to build partner capacity
- Enable the introduction of follow-on forces by securing staging areas ashore or bypassing littoral defenses by going further inland

- Operate in rural and urban environments, and during chemical, biological, radiological, and nuclear situations
- Withdraw rapidly at the conclusion of operations
- Participate fully in the joint planning process and successfully integrate MAGTF operations with those of the joint force and enable larger joint operations
- Integrate with and complement the efforts of special operations forces
- Support service, joint, and national efforts to maintain freedom of action in cyberspace

## **TYPES OF MAGTFS**

3-10. There are five types of MAGTFs: Marine Expeditionary Force, Marine Expeditionary Brigade, Marine Expeditionary Unit (Special Operations Capable), Special Purpose MAGTF, and Special Purpose MAGTF Security Cooperation. The following paragraphs will provide details pertaining to each type.

### **MARINE EXPEDITIONARY FORCE (MEF)**

3-11. The MEF is the principal Marine Corps warfighting organization, particularly for larger crises or contingencies. It is capable of missions across the range of military operations, including amphibious assault and sustained operations ashore in any environment.

3-12. The Marine Corps maintains three standing MEFs - I, II, and III MEFs. Each MEF consists of a permanent command element and one Marine division, Marine aircraft wing, and Marine Logistics Group. Each MEF forward-deploys Marine expeditionary units on a continual basis.

3-13. The size and composition of a deployed MEF can vary greatly depending on the requirements of the mission. A MEF can deploy with not only its own units but also units from the other standing MEFs, the Marine Corps Reserve, or other Services. The MEF deploys with approximately 60 days of supplies for self-sustainment.

### **MARINE EXPEDITIONARY BRIGADE (MEB)**

3-14. A MEB is a MAGTF that is smaller than a MEF but larger than a Marine Expeditionary Unit (MEU). It contains a command element, a reinforced infantry regiment, a reinforced Marine aircraft group and a combat logistics regiment. It may include additional elements such as a Naval Construction Force. It deploys with approximately 30 days of accompanying supplies for organic sustainment. Pages 4 and 5 of this chapter provide an expanded discussion of the MEB.

### **MARINE EXPEDITIONARY UNIT (MEU)**

3-15. The MEU (special operations capable (MEU(SOC))) is the standard forward-deployed Marine expeditionary organization. Though each MEU(SOC) is task-organized, a typical MEU includes:

- A standing command element.
- An infantry battalion reinforced with artillery, reconnaissance, combat engineer, armor, and assault amphibian units.
- A reinforced helicopter squadron with transport, utility, and attack helicopters, a detachment of vertical/short takeoff and landing (V/STOL) fixed-wing attack aircraft, and aviation logistics, aviation ground support, air command and control detachments.
- A task-organized logistics combat element.
- Sustainment for approximately 15 days.

### **SPECIAL PURPOSE MAGTF (SPMAGTF)**

3-16. A SPMAGTF may be formed to conduct a specific mission that is limited in scope and focus and often in duration. A SPMAGTF may be any size, but normally it is a relatively small force-the size of a MEU or smaller-with narrowly focused capabilities chosen to accomplish a limited mission. Common missions of a

SPMAGTF include raids, peacekeeping, noncombatant evacuation, disaster relief, and humanitarian assistance.

3-17. A SPMAGTF may be task-organized deliberately from the assets of a standing MEF and deployed from its home base for a particular mission, or it may be formed on a contingency basis from an already deployed MAGTF to perform an independent, rapid response mission of usually limited scope and duration.

## MARINE EXPEDITIONARY BRIGADE

### MISSION

3-18. The MEB provides a rapidly deployable, Combined Joint Task Force-capable, general officer led command element with forward and rapidly employable task-organized air-ground forces to fulfill geographic combatant commander's operational requirements ranging from Theater Security Cooperation to forcible entry. It can operate independently, serve as the assault echelon of a MEF or operate as a Joint Task Force headquarters (when augmented).

### CONCEPT OF EMPLOYMENT

3-19. Land or sea-based SPMAGTF, MEUs, prepositioning programs (e.g. MPF/Marine Corps Prepositioning Program-Norway (MCPN)), and land-based forward deployed forces provide the geographic combatant commander (GCCs) with Marine Corps forward presence for steady state activities, contingency operations, and crisis response. A MEB CE maintains regional awareness and coordinates with the regional Marine forces through engagement and partnerships with naval and joint components. Deployment and employment of the MEB CE in regional exercises and other GCC engagement efforts enhance its relevance and readiness.

3-20. When a crisis occurs, the MEB CE supports the forward MAGTFs and assesses the need for MEB-level employment in support of the GCC through the Service Component Commander. At the onset of a crisis, the MEB CE deploys and conducts C2 of compositing forces under the direction of the MEF Commanding General (CG) (if deployed) or the functional/Service Component Commander.

3-21. The MEB can accomplish 10 distinct Marine Corps Tasks (MCTs). The complementary capabilities are optimized for effectively responding to a variety of crises and contingencies, up to and including combat operations. The MEB is capable of executing the following MCTs in permissive, uncertain and hostile environments.

3-22. MEB core tasks:

- Conduct Crisis Response
- Conduct Amphibious Ops
- Conduct Prepositioning Ops
- Conduct Noncombatant Evacuation Ops
- Conduct Stability Ops
- Conduct Humanitarian Assistance
- Conduct Maneuver
- Employ Firepower
- Conduct Joint and Combined Ops
- Provide Security

3-23. MEB mission essential tasks (METS)

- Plan and Direct Intelligence Ops
- Conduct Targeting
- Plan and Direct Logistics Ops
- Conduct Information Operations
- Command and Control Joint Force Headquarters



- Integrate and Operate with Joint, Interagency, Intergovernmental and Multinational Organizations
- Exercise Command and Control of Air and Ground Forces
- Plan and Direct Amphibious Operations
- Plan and Direct Stability Ops
- Plan and Direct Crisis Response Operations
- Plan and Direct Prepositioning Operations

### **SCALABILITY OF THE MEB**

3-24. Based on the mission, the MEB composites as a scalable MAGTF, employing forward-deployed or rapidly-deployable forces to meet GCC operational requirements. Echelons of the MEB CE can deploy to provide C2 of the scalable composited naval, joint, or coalition force. During the conduct of steady state activities, the MEB CE establishes habitual relationships with the GCC and the corresponding MARFOR (through the execution of exercises, joint training and operational planning) to streamline steady-state activities.

3-25. At the onset of a crisis, forward-deployed forces such as an amphibious ready group (ARG)/MEU or SPMAGTF can serve as the forward elements of the MEB, coordinating and enabling the immediate introduction of the MEB CE and additional forces while responding to the crisis in a timely manner. As such, the MEB CE can deploy a "Jump HQ" within 12 to 24 hours, which consists of the MEB CG and selected staff, in order to:

- Provide general officer-level leadership in close proximity to crisis or contingency area;
- Establish immediate command of forward-deployed and rapidly compositing forces;
- Develop an initial assessment of the situation;
- Coordinate with the GCC/MARFOR, Joint/Multi-National commands, and the US Department of State as necessary;
- Provide the nucleus for a larger CE; and
- Shape conditions for the deployment of follow-on MEB, Joint, or Coalition forces.

3-26. The CE will leverage existing subordinate C2 capacity to effectively command the compositing force and may integrate the MEU or SPMAGTF staff for additional capability. It is important to note that the CE can also deploy and co-locate with a land-based MAGTF, or with other joint or regional partners' CEs.

### **MEB COMPOSITION**

3-27. The MEB is the mid-sized MAGTF that can include up to 20,000 personnel and is normally commanded by a Brigadier General. The MEB is a scalable force, capable of conducting missions across the full range of military operations and is self-sustaining for approximately 30 days. The standing MEB CE does not have permanently assigned forces, but maintains habitual relationships with associated major subordinate elements through planning and exercises. When formed, the standing MEB is comprised of a CE, ACE and LCE.

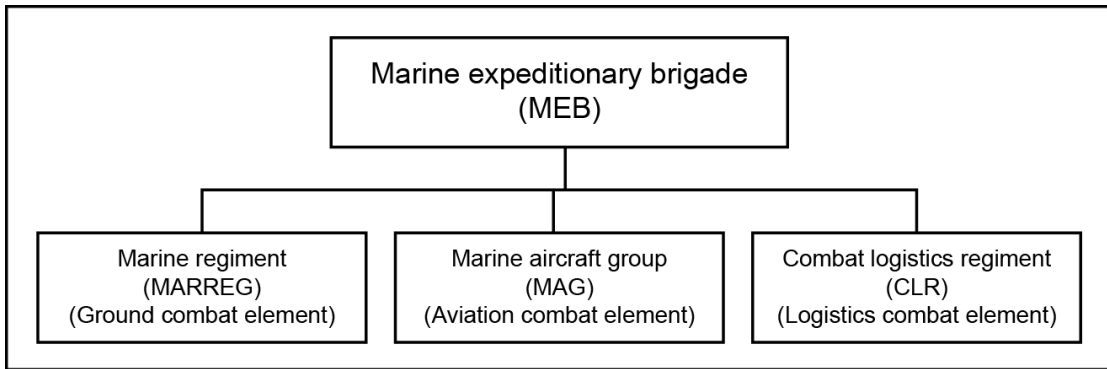


Figure 3-2. Marine Expeditionary Brigade Structure

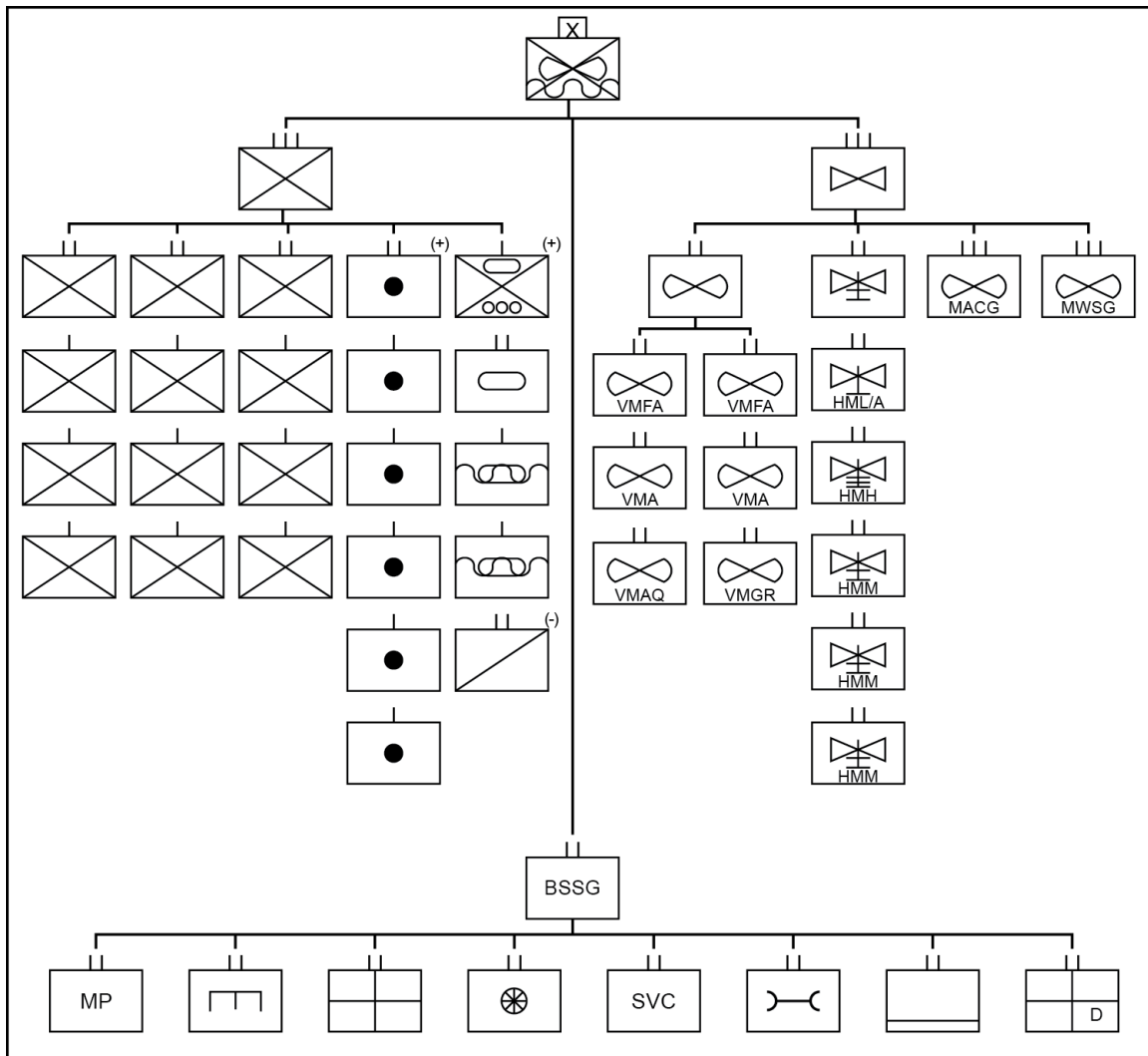


Figure 3-3. Notional MEB Task Organization

## ORGANIZATION OF THE MEB COMMAND ELEMENT

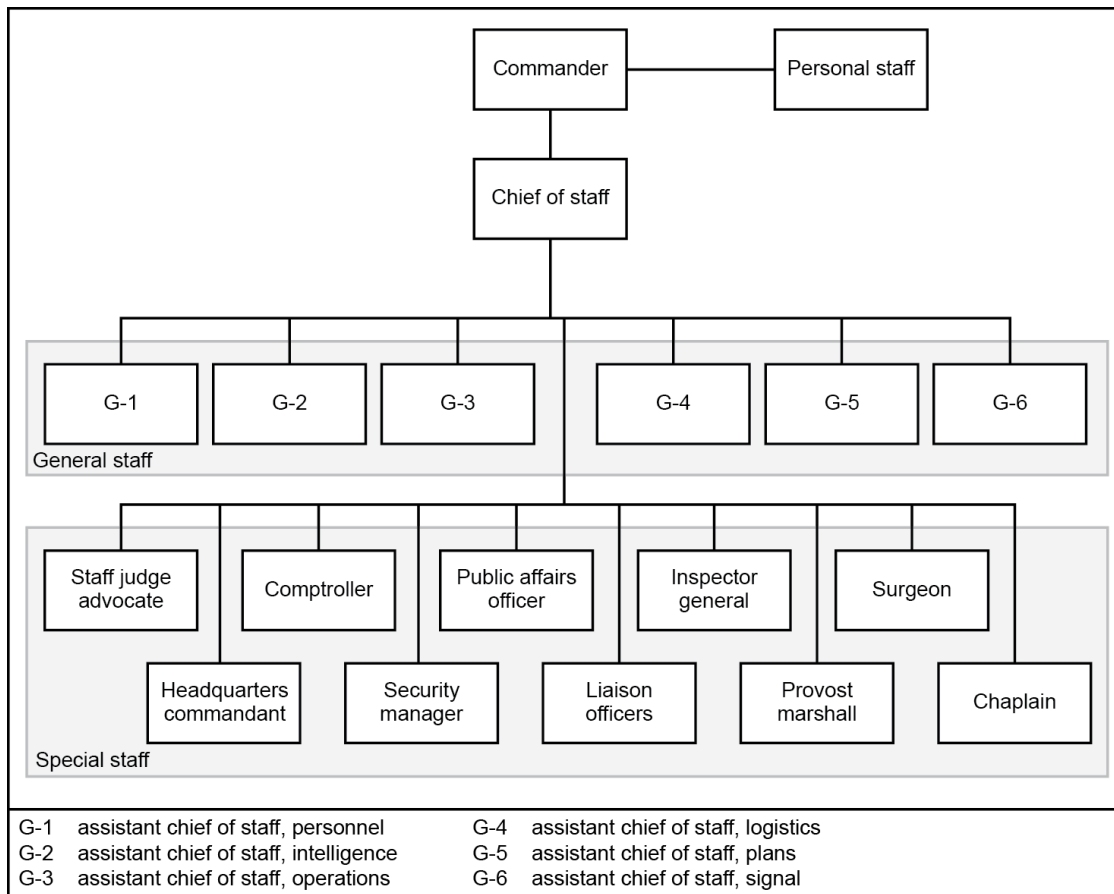
### COMMANDER

3-28. The MEB commander is responsible for all units and organizations that have a command or support relationship assigned from a higher headquarters, respectively. The commanding general supervises the control functions performed by the staff by positioning to best exercise command and control over the units.

### SPECIAL STAFF VERSUS PERSONAL STAFF

#### Special Staff

3-29. Special staff officers advise and assist the commander and other staff members in a particular military specialty such as fiscal or legal matters. In some cases a unit commander is dual-hatted as a special staff officer; e.g., the artillery regimental commander may also be the division fire support coordinator (FSC).



**Figure 3-4. MEB Command Element Structure**

3-30. The commander may make adjustments by omitting sections not required, combining or adjusting responsibilities, and creating additional special staff sections. Normally, the commander assigns responsibilities to specific general staff officers for each special staff function. Although the activities of a particular special staff section may not be integral to those of any particular general staff section, there are usually areas of common interest and continuing relationships. Some special staff officers routinely coordinate with more than one general/executive staff officer.

**Personal Staff**

3-31. Personal staff members work directly for the commander. The personal staff is normally composed of aides, a sergeant major, and personal secretaries. Below the major command level, the sergeant major is the only member of the personal staff. The sergeant major's duties are those specifically assigned by the commander and generally concern the discipline, welfare, conduct, morale, and leadership of the command's enlisted personnel.

**STAFF OFFICERS****Chief of Staff**

3-32. The C/S or executive officer is responsible for directing, coordinating, supervising, and training the staff. The C/S frees the commander from routine managerial duties. The C/S is the primary conduit for the exchange of critical information and insight between the staff and the commander.

3-33. The C/S is responsible for monitoring the commander's schedule to avoid inefficient use of the commander's time. The C/S will establish the operational cycle of the organization and orchestrate briefings and meetings for the commander. Staff members should inform the C/S of any recommendations they pass directly to the commander or have instructions they receive directly from the commander.

**Staff Secretary**

3-34. The staff secretary is an administrative assistant to the C/S. The staff secretary is not a member of the general or special staff. The nature of his duties requires a close relationship with the officers of the general and special staffs. The following functions are performed:

- Maintains the temporary office of record for the commander, deputy or assistant commanders, and C/S. The adjutant maintains the permanent office of record for the MEB headquarters.
- Ensures that information, including organizational e-mail, routed to the C/S has been seen and acted on, if necessary, by all interested staff sections.
- Directs and supervises the administrative functioning of the offices of the commander, deputy or assistant commanders, and C/S.
- Receives personnel visiting the headquarters to confer with the commander, deputy or assistant commanders, and C/S.
- Plans and supervises conferences chaired by the commander, deputy or assistant commanders or C/S.
- Monitors planning and execution of all official events and ceremonies involving the commander, deputy or assistant commanders, and C/S.
- Acts as the informal point of contact for liaison officers.

**Public Affairs Officer (PAO)**

3-35. The PAO is responsible for providing information about the Marine Corps to the public, the media, and the internal Marine Corps audience and for establishing positive relations with local communities and the general public. The PAO operates under the staff cognizance of the C/S.

**Security Manager**

3-36. The security manager is responsible for managing the command information and personnel security program, and operates under the staff cognizance of the C/S. Although the security manager is responsible for the coordination of the overall program, he may delegate individual duties.

**Information Management Officer (IMO)**

3-37. The IMO is responsible for establishing the policy and procedures for information management within the command. The IMO operates under the staff cognizance of the C/S. In some cases, an IMO may be designated for each staff section when the volume of information is significant, in an exercise or operation.

**Headquarters Commandant (HQCOMDT)**

3-38. The HQCOMDT has responsibility for local operational, administrative, and logistic support of the headquarters. The HQCOMDT operates under the staff cognizance of the C/S.

**Chaplain**

3-39. The staff chaplain has responsibility for matters pertaining to the moral, spiritual, and religious well-being of the command. The chaplain operates under the cognizance of the C/S.

**Staff Judge Advocate (SJA)**

3-40. The SJA is responsible for assisting the commander in the administration of military justice and the processing of legal matters. The SJA operates under staff cognizance of the C/S.

**Provost Marshal (PM)**

3-41. The PM is responsible for all military police matters to include traffic control, battlefield circulation, detainee operations, military law enforcement, prisoner of war (PW), etc.

**Comptroller**

3-42. The comptroller is responsible for management of the command's financial affairs. Operating under the staff cognizance of the C/S, a comptroller will be assigned only to major commands.

**Inspector General (IG)**

3-43. The IG performs the general duties of a special staff officer with respect to the inspection of activities and units to ensure compliance with regulations, directives, and order.

**Unit Liaison Officers (LNO)**

3-44. LNOs represent the commander at the headquarters of another unit to coordinate and promote cooperation between the two units. LNOs can be exchanged between higher, adjacent and subordinate commands (as necessary).

**GENERAL AND EXECUTIVE STAFF OFFICERS****G-1**

3-45. The G-1 is the principal staff officer for all matters on personnel management, personnel administration, and headquarters management.

**G-2**

3-46. The G-2 has staff responsibility for intelligence and intelligence operations. The commander relies on the intelligence officer to provide information on weather, terrain, and enemy capabilities, status, and intentions. Through the intelligence annex and supporting of the operation order, the G-2 does the following:

- Validates and plans information requirements.
- Coordinates intelligence priorities.
- Integrates collection, production and dissemination activities.
- Allocates resources.

- Assigns specific intelligence and reconnaissance missions to subordinate elements.
- Supervises the overall intelligence, counterintelligence (CI), and reconnaissance efforts.

**G-3**

3-47. The G-3 is the principal staff officer responsible for all matters on training, plans, operations, and organization. Specific responsibilities of the G-3 are:

- Training
- Operations
- Planning and operation orders
- Organization

3-48. Officers found under the G-3 are: combat engineer officer, EOD officer, anti-terrorism/force protection officer, air officer, target intelligence officer, civil affairs officer, current and future operations officers, information operations officer, fire support coordinator, naval gunfire officer, NBC officer, psychological operations officer, visual information officer, air control and anti-air warfare officer, assault amphibian officer, artillery officer, and the aviation safety officer.

**Current Operations Center (COC)**

3-49. The current operations center is under the staff cognizance of the G-3. During operations, it receives the operations order (OPORD) from the operational planning team (OPT) at the transition brief. The current operations center:

- Coordinates and executes the OPORD.
- Prepares and transmits fragmentary order (FRAGOs).
- Monitors operations of the force.
- Tracks Commander's Critical Information Requirements (CCIRs) and reports relevant information to the commander.
- Analyzes and synthesizes battlespace information.

3-50. When unforeseen events develop, the current operations center refines or develops branch plans. To support the commander, the current operations center may develop new course of action (COAs), allocate resources, and prepare FRAGOs to modify the current OPORD. This center assesses change in the battlespace and progress toward the mission and purpose; monitors the status of forces and materiel; monitors rear area operations; coordinates terrain management; maintains a common operational picture and information; and provides the future operations center with situational awareness.

**Future Operations Center**

3-51. The future operations section is under the staff cognizance of the G-3 and is the focal point of the planning process. The future operations officer conducts detailed planning for the command's next mission. The future operations officer focuses on new fragmentary orders and/or changes to the mission for subordinate elements, and forms and leads the integrated planning effort.

3-52. The Future Operations officer usually forms the nucleus of an OPT and coordinates with both the future plans and current operations centers to integrate planning. The future operations center will either inherit outline plans from the future plans division or receive planning requirements from the current operations center that exceed its planning horizon. The future operations center fully integrates the other staff centers' plans officers, warfighting function representatives, and subordinate unit representatives into the planning process. It takes the outline plan from the future plans division and uses it as the basis for further planning.

**G-4**

3-53. The G-4 is the principal staff assistant for all logistic matters. The G-4 plans, coordinates, and supervises the provision of CSS in the areas of supply, maintenance, transportation, health services, engineer

support, aviation logistics, supply, maintenance, ordnance, and avionics functions are unique to the ACE and fall under the staff cognizance of the aviation logistics officer. Specific responsibilities of the G-4:

- COAs and estimates supportability from a logistic/combat service support (CSS) perspective and maintains visibility of logistic/CSS status.
- Identifies CSS requirements and prioritizes CSS through close and continuous coordination with the G-3.
- Develops logistic and CSS plans based on the concept of operations and in close coordination with the G-3 and supporting CSS units.
- Recommends the employment of organic and assigned/attached combat service support element (CSSEs).
- Recommends intelligence requirements to the G-2.
- Plans, coordinates, and supervises the collection, identification, and evacuation of the deceased and the disposition of personal effects.
- Coordinates with the G-3 for CSS of tactical troop movements.
- Plans, coordinates, and supervises nontactical troop movements.
- Coordinates with the G-1 and the G-3 on transporting replacement personnel and PW.
- With the support of the comptroller and the staff judge advocate (SJA), conducts procurement and contracting for materials and services.
- In coordination with the civil affairs officer, plans and supervises the use of local services, supplies, and facilities.
- Manages real property and facilities, except field fortifications and command and control facilities.
- In coordination with the G-3 and supporting CSS units, plans the location of logistic support areas and the security of rear area facilities and lines of communications.
- Supports the G-3 in conducting force deployment and employment planning, including preparing time-phased force and deployment data (TPFDD) and coordinating strategic transportation.
- Exercises staff cognizance for embarkation planning.
- Exercises staff cognizance for preparing Annex D (Logistics) to the OPLAN/OPORD.

## G-5

3-54. The G-5 is the principal staff assistant responsible for all long-range (future) planning and joint planning. Normally, a G-5 is found only at the MEF and MARFOR levels. At lower echelons of the MAGTF, future planning is the responsibility of the G-3. The following functions are performed:

- Conducts future planning and supervises the future plans section by performing the following:
- Supports planning for current operations.
- Ensures general staff participation in the joint planning process.
- Trains the staff on the US joint operation planning process (JOPES) procedures.

## Future Plans

3-55. The future plans division is normally under the staff cognizance of the G-5. Among its many responsibilities, the G-5 normally forms a liaison element to the higher headquarters (HHQ) staff; integrates the HHQ plan into the MEF's planning process; plans the next mission, phase, or operation; and oversees the force deployment planning and execution process for the command.

## G-6

3-56. The G-6 is the principal staff officer responsible for all communication matters. The following functions are performed:

- Analyzes COAs and estimates supportability from a communication and information systems (CIS) perspective.
- Maintains visibility of CIS status.

- Identifies CIS requirements-personnel, equipment, supplies, and facilities-and prioritizes CIS support through close and continual coordination with the G-3.
- Develops CIS plans, orders, and SOPs based on the concept of operations and in close coordination with the G-3 and supporting CIS units.
- Recommends and supervises the employment of organic and assigned/attached CIS elements.
- Recommends intelligence requirements to the G-2.
- Advises the staff on the technical and operational aspects of CIS employment.
- In coordination with functional area users, plans and supervises CIS training.
- Coordinates with the G-3 on the location, and displacement of the headquarters and command and control facilities for adequate and continuous CIS support.
- Plans and supervises the installation, operation, and maintenance of communications networks.
- Manages radio frequency assignments.
- Provides LAN/WAN management, including internet protocol (IP) address and routing management.
- Complies with interoperability standards and communications protocols.
- Coordinates with the G-4 for the supply and maintenance of CIS.
- Implements CIS security procedures in coordination with the other staff sections.
- Establishes CIS liaison with senior, subordinate, adjacent, supported, and supporting units.
- Prepares OPLANs/OPORDs (has staff cognizance for preparing Annex K [Communications and Information Systems] to the OPLAN/OPORD).

## COMMAND POST TEAMS, CELLS, CENTERS, GROUPS AND OTHER ORGANIZATIONS

### OPERATIONAL PLANNING TEAMS

3-57. The OPT is a dynamic, ad hoc organization that may be formed by the future plans section or future operations section to conduct integrated deliberate planning. It helps conduct problem framing, develops war game COAs, and assists the commander in selecting a COA and the staff in the preparation and transition of the order.

### CRISIS ACTION TEAM (CAT)

3-58. Falling under the staff cognizance of the G-3, the CAT is usually formed in the initial stages of a crisis. A crisis is an incident or situation involving a threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of military forces and resources is contemplated to achieve national objectives. Crisis action planning involves the time-sensitive development of plans and orders for the deployment, employment and sustainment of forces in response to an imminent crisis. To conduct crisis action planning the G-3 maintains a CAT. The CAT rapidly collects and manages information to support the deployment of the MEB and decision making process of the MEB commander.

### CELLS AS REQUIRED

3-59. The MEB maintains the flexibility to form a variety of integrated staff cells that may be required. Membership of these as-required cells will be directed by the C/S, but they will normally be comprised of representatives of the battlestaff and appropriate subject matter expert (SMEs).

### CENTERS.

3-60. The following pages provide details pertaining to the composition and operation of centers based upon grouping by the six Marine Corps warfighting functions (command and control, maneuver, fires, intelligence, logistics, force protection).



## Command and Control

3-61. Command and control centers are established to support the MEB headquarters. These centers, especially when dealing with air command and control, are referred to as command and control agencies. They are also known as command and control facilities. From these centers, watch officers and cells from the various staff sections plan, monitor, coordinate, control, and support the day-to-day activities of the MEB. These centers include the personnel, shelters, and ancillary equipment needed to support command and control.

3-62. The MEB combat operations center (COC) consists of G-3 and G-2 watch officers and noncommissioned officers (NCOs), a senior watch officer, and a situation report watch officer. Marines assist in operating tactical information systems, managing information, and maintaining situation displays. The G-2 and G-3 watch officers receive information from collocated Marine Air-Ground Task Force All-Source Fusion Center (MAFC) personnel (intelligence) and Force Fires Coordination Center (FFCC) representatives (fires and air), the surveillance and reconnaissance (SARC), and subordinate and adjacent units. G-2 and G-3 watch officers filter this information, update the common tactical picture (CTP) as necessary, and forward critical items to the senior watch officer. The senior watch officer also receives information that affects current operations from other principal staff sections (G-1, G-4, and G-6). The senior watch officer evaluates information in the context of current operations and determines whether action is required and whether the common operational picture (COP) requires updating. On the basis of authority delegated by the MEB commander, the senior watch officer acts by issuing orders or briefing the MEB commander and recommending action.

## Maneuver

### *Ground Combat Element Combat Operations Center*

3-63. The COC is the command's "nerve center" where information is fused to provide situational awareness for the commander and his staff. Current operations are directed from the division COC, which is typically manned with S-3 personnel, S-2 personnel, the division engineer, the division air officer, and NBC personnel. As at the MEB, the COC is the location for the G-2 and G-3 watch officers and NCOs. These watch officers monitor current operations by using the CTP and coordinate activities for the commander. Their activities are based on situational awareness gained from the CTP and on input, focusing on the commanders critical information requirements (CCIRs), from staff sections and other information sources. At the regimental and battalion levels, the senior watch officer and the operations watch officer may be the same individual, and other watch officers may be senior SNCOs or NCOs. Strict procedures will be required to manage information flow to preclude overloading an extremely limited data communications capability. These procedures must focus on timely satisfaction of the CCIRs and maintaining the CTP.

### *Rear Area Operations Center / Rear Area Command Post (RAOC/RACP)*

3-64. Rear area operations require an effective command and control organization and reliable command and control systems, including communications, intelligence, and planning. Three options for command and control of rear area operations are for the MEB commander to retain command and control, designate a rear area coordinator, and/ or designate a rear area commander.

3-65. The rear area coordinator or rear area commander normally establishes a facility from which to command, control, coordinate, and execute rear area operations. The facility established by the rear area coordinator is referred to as the RAOC. The RAOC serves as a planning, coordinating, monitoring, advising and directing agency for area security operations. In both cases, this facility normally contains an operations, intelligence and logistic cells and a logistic cell to coordinate the following:

- Security forces; e.g., military police and tactical combat force.
- Fire support agencies.
- Support units; e.g., supply, engineer, and medical.
- Movement control agencies.
- Other command and control facilities.

- Base camps and base clusters.
- Other organizations as necessary; e.g., CI team and CAG.

3-66. The rear area command and control facility integrates and coordinates its activities with the main and forward command posts to ensure that the MEB commander has a better understanding of the battlespace and can influence and orchestrate the single battle. The rear area command and control facility must have reliable communications and connectivity with the higher, adjacent, and subordinate headquarters involved in rear area operations. Connectivity to the multinational rear area intelligence network, movement control infrastructure, and other support structures is also vital to the successful conduct of rear area operations.

## **Intelligence**

### ***Combat Intelligence Center (CIC)***

3-67. The CIC is established under the G-2 within the MEB headquarters to provide centralized direction for the overall intelligence effort. This organization serves the entire force by consolidating, validating, and prioritizing intelligence requirements from all MAGTF elements. The CIC links the MEB to theater, national, and multinational intelligence assets. The CIC includes as key internal nodes the MAFC and the SARC. The CIC also provides small G-2 space to support both the current and future operations cells. The CIC is supported by the reconnaissance operations center and the operations control and analysis center (OCAC).

### ***Marine Air-Ground Task Force All-Source Fusion Center (MAFC)***

3-68. The MAFC provides intelligence analysis, production, and targeting information. An integral part of the current operations effort, the MAFC is collocated with the MEB COC. The results of all surveillance, reconnaissance, and intelligence gathering flow into the MAFC, where these results are fused with previous collections and intelligence products are updated and disseminated.

### ***Surveillance and Reconnaissance Center (SARC)***

3-69. The SARC is the primary intelligence command and control node used to direct, coordinate, monitor, and supervise MAGTF intelligence collection conducted by organic, attached, and direct support assets. The SARC is located in proximity to the MAGTF COC. The SARC assigns collection tasks to various MEB assets: the force reconnaissance company, the sensor control and management platoon (SCAMP), the unmanned aerial vehicle (UAV) squadron, the radio battalion, CI detachments, HUMINT exploitation teams, as well as the imagery interpretation platoon and the topographic platoon of the intelligence battalion production and analysis company. Collection results are forwarded to the MAFC for incorporation into current intelligence products.

### ***Reconnaissance Operations Center***

3-70. The reconnaissance operations center serves as a focal point for monitoring and supervising the employment of force reconnaissance. Located near the MAFC, this facility gathers information from dispersed teams, decrypts reports, and forwards information for fusion into the overall intelligence situation display. Personnel manning the reconnaissance operations center assist reconnaissance teams with movement and other activities as needed.

### ***Operations Control and Analysis Center (OCAC)***

3-71. The OCAC provides centralized direction, management, and control of SIGINT and electronic warfare activities within the MEB and coordinates with external theater and national assets. Assigned personnel process, analyze, and disseminate collected information. The OCAC is located within the MEB headquarters compound near other intelligence agencies. The OCAC provides an interface between the radio battalion and the MEB G-2.

***Intelligence Center***

3-72. The G-2 will establish intelligence centers at all echelons of the MEB down to the battalion level. Personnel assigned to the intelligence center will collect, process, integrate, analyze, evaluate, and interpret intelligence and continually update the enemy situation. This information will be rapidly provided to current and future operations. These centers will be collocated with the COC whenever possible.

**Fires**

3-73. Command and control centers are established in all maneuver units to coordinate fire support and in artillery units to exercise tactical and technical fire support direction.

***Fire Support Coordination Center (FSCC)***

3-74. Each Marine ground combat organization from division to battalion level employs an FSCC as an advisory and coordination agency. The FSCC is collocated with the COC. The senior FSCC coordinates and deconflicts fire support efforts among subordinate units and centers. The FSCC includes the FSC, artillery liaison, tactical air control party (TACP) personnel, and a naval surface fires liaison. At division level the artillery regiment commanding officer serves as the FSC. At regiment level the supporting artillery battalion typically provides the FSC. At the infantry battalion level the FSC is normally the weapons company commander.

***Fire Direction Center (FDC)***

3-75. FDCs exist at artillery regiments, battalions, and batteries. These organizations permit respective commanders to plan and control fires. Fire direction activities may be centralized or decentralized. At regiment and battalion levels, the FDC exercises tactical fire direction. The battery FDC provides technical fire direction by determining firing data. This firing data is issued to artillery sections through fire commands. Battery FDCs are also capable of tactical fire direction and would perform this function in cases, such as MEU(SOC) deployments, when the battery operates independently.

***Electronic Warfare Coordination Center and Information Operations Cell (EWCC)***

3-76. The EWCC facilitates coordination of electronic warfare operations with other fires and CIS. In many cases an IO cell is established that is responsible for the broad coordination of all IO activities, including electronic warfare. Each center/cell coordinates efforts by the G-2, G-3, and G-6 to eliminate conflicts between these overlapping battlespace functions. The EWCC, and/or IO cell if established, is under staff cognizance of the G-3. Assigned personnel identify potential conflicts in planned operations and work to resolve these issues. The EWCC (or IO cell) includes an electronic warfare officer, a CIS representative, and other LNOs; e.g., PSYOP, civil-military operations or public affairs as needed. Liaison could include radio battalion representation, airborne electronic countermeasures officers, a MACG radar officer, and other service representatives.

**Aviation*****Marine Air Command and Control Systems (MACCS)***

3-77. The MACCS provides command and control support for the ACE in the form of several unique command and control centers. The responsibility for installing, operating, and maintaining these centers, usually referred to as agencies, is the primary mission of specialized units comprising the MACG. This approach is in contrast to the way in which COCs are installed, maintained, and operated in support of the other MEB elements. Only the ACE has personnel trained and assigned to units whose primary mission is command and control support.

***Tactical Air Command Center (TACC)***

3-78. The TACC is operated by personnel from the ACE staff, the Marine tactical air command squadron (MTACS), and the MACG staff. The TACC is the senior MEB air command and control agency. The TACC

provides the operational command post from which the ACE commander and his staff plan, supervise, coordinate, and execute all current and future MEB air operations. The TACC provides the capabilities necessary to integrate, coordinate, and direct air operations in support of the MEB.

3-79. The TACC interfaces with the other ACE command and control agencies, other MEB elements, and external civil and military air control organizations. Its primary CE interface is with the FFCC/COC. The TACC's primary external interfaces are with the coalition air operations center (JAOC) and the Navy tactical air control center (TACC). In addition to serving as the ACE command post, the TACC, with augmentation, provides many of the capabilities necessary for the MEB commander to serve as the JFACC.

3-80. The TACC consists of three mutually supporting, cross-functional operational organizations supported by a centralized intelligence organization. The TACC does not provide facilities for all ACE staff functions. It provides a facility from which the ACE commander and staff plan and execute aviation and aviation support operations. TACC organizations are:

- Future plans.
- Future operations (future ops).
- Current operations (current ops).
- Air combat intelligence (ACI).

3-81. Future plans conducts aviation and aviation support planning for the next mission change. Future ops develops future ATO(s) and prepares operation orders or fragmentary orders for the next ACE mission change. Current ops executes the daily ATO and assesses its effectiveness. ACI is embedded within the TACC. Timely, tailored and fused intelligence is integral to the functioning of future plans, future ops, and current ops. ACI is the focus of all aviation intelligence activities supporting the ACE. It produces and disseminates aviation-specific, all-source intelligence, to include assessments of adversary capabilities and vulnerabilities, target analysis, battle damage assessment (BDA), and the current status and priority of assigned targets to assist in execution day changes. Principal staff sections; e.g., personnel, intelligence, logistics or communications provide tailored staff support to the TACC, including appropriate full-time representation as required. This cross-functional representation within future plans, future ops, and current ops facilitates a fully integrated plan from conception to execution.

3-82. The TACC uses specialized information systems and equipment to display a common picture of the aviation situation received from tactical digital information links. Each Marine aviation function (antiair warfare, assault support, electronic warfare, air reconnaissance, offensive air support, and control of aircraft and missiles) has representatives in the TACC.

#### ***Direct Air Support Center (DASC)***

3-83. The DASC is established by the Marine air support squadron (MASS) and processes immediate requests for air support, coordinates aircraft employment with other supporting arms, manages terminal control assets such as forward air controller (airborne) (FAC[A]) and assault support coordinator (airborne) (ASC[A]) supporting ground forces, and will provide procedural control of assigned aircraft, unmanned aerial vehicles, and itinerant aircraft transiting through its assigned area. The DASC can employ a direct air support center (airborne) (DASC[A]) aboard a KC-130 that will provide extended line of sight communications with low flying aircraft.

3-84. The DASC will normally be collocated or electronically linked with the senior fire support coordination agency ashore. In a MEB operation where there are multiple maneuver elements within the GCE, the DASC may be collocated with the MEB FFCC to centralize close air support and assault support management between the GCE maneuver elements in accordance with the MEB commander's intent. The DASC will usually deploy air support elements (ASE) to each major maneuver element FSCC to provide them the necessary links to the MACCS, enabling them to request and coordinate direct air support. Size and composition of the ASE will vary. It can be expanded or reduced as the situation requires (limited by the assets available). The DASC only has the capability to provide procedural control for aircraft operating in the MEB AO. In amphibious operations, the DASC will normally land in the same scheduled or on-call wave as the senior FSCC phased ashore.

3-85. The DASC is normally the first major air control agency ashore in amphibious operations. Air support personnel control aircraft en route to the forward air controllers serving with infantry and maneuver units. DASC controllers also monitor and provide safety of flight information to assault support aircraft operating in its area. The DASC assists GCE units obtain additional air support-fixed-wing aircraft or helicopters-by processing immediate air support requests. Because of their proximity to the senior FSCC, DASC personnel help the ACE commander maintain awareness of the ground combat situation.

3-86. TACPs provide coordination between GCE units and supporting aviation assets. TACPs exist at the infantry division, regiment, and battalion levels. Depending on the command level, a TACP contains a combination of air officers, forward air controllers, and enlisted radio operators. Air officers serve at the division, regiment, and battalion levels. These officers serve as special staff officers to their respective commanders. Additionally, they may serve within the FSCC to assist with planning and deconfliction functions related to air support for the assigned unit. Forward air controllers provide terminal control of close air support aircraft that are passed to them by the DASC. These officers also advise GCE commanders on aviation capabilities and limitations and prepare requests for air support.

3-87. Marine aviators and flight officers often serve as airborne extensions of the MACCS. The tactical air coordinator (airborne) (TAC[A]) serves as an extension of the DASC and coordinates aircraft en route to offensive air support missions. The TAC(A) receives aircraft handoffs from the DASC, briefs those aircrews, and then turns those missions over to ground or airborne forward air controllers for terminal control. The ASC(A) also serves as an extension of the DASC and coordinates complex helicopter missions. The ASC(A) deconflicts transport packages, escort packages, and fire support efforts throughout the mission. Airborne strike coordination and reconnaissance is a means to efficiently focus aviation fires in the deep battlespace. Multiseat F/A-18 aircrews usually perform this function. It allows real-time reconnaissance to locate the MEB commander's high-priority targets. Once located, the strike coordination and recon-naissance aircrews control attack aircraft in much the same manner as a TAC, cycling and deconflicting multiple strike packages as they ingress to the target area.

#### ***Tactical Air Operations Center (TAOC)***

3-88. The Marine air control squadron (MACS) provides equipment and personnel for tactical air operations center (TAOC) operation. The TAOC provides the ACE with the capability to detect and identify hostile aircraft and missiles; control the interception of hostile aircraft and missiles; and provide tactical routing to friendly aircraft. MACS personnel assigned to the TAOC use specialized information systems, sensors, and dedicated communications links to search the MEB airspace and coordinate air defense for vital areas. The TAOC controls friendly aircraft in the interception of hostile aircraft and assists missile units in locating and destroying hostile aircraft. Information gained through radar and tactical digital information links is transmitted to the TACC and updates the air picture for the ACE commander. The TAOC also interfaces with the U.S. Air Force air operations center and control and reporting center to coordinate joint air defense efforts and a similar agency during allied/multinational operations (CAOC)..

### **Logistics**

#### ***Combat Service Support Operations Center (CSSOC)***

3-89. CSSOC serves as the hub for future and current operations planning within the LCE main. Each CSS functional area (supply, maintenance, transportation, engineering, health services, and services) provides representation to the CSSOC. Under the supervision of a G-3 watch officer, these personnel monitor current operations and maintain status displays of friendly and enemy situations. Additionally, CSSOC personnel handle requests from subordinate units and keep the MEB COC informed of the CSS situation. The LCE commanders may choose either a centralized or decentralized configuration for their CSSOCs.

#### ***Combat Service Support Detachments***

3-90. Depending on the situation, the LCE commander may establish detachments to provide DS or GS to the other MEB elements. Detachment commanders may establish small CSSOCs to coordinate support and monitor logistic communications nets. In this instance, the CSSOC would resemble a tactical echelon of the LCE. Communications connectivity would be predominantly through single channel radio (SCR).

***Movement Control Centers (MCC)***

3-91. Movement control centers support the deployment of the MEB from the home station, through intermediate bases, to the destination. The operational-level Marine Force commander establishes a headquarters movement control center, which provides connectivity to the US Transportation Command (USTRANSCOM) and keeps the MEB force movement control center apprised of strategic movement issues. The force movement control center controls and coordinates all movement support and conducts liaison with the Air Mobility Command, Military Sealift Command, and Surface Deployment and Distribution Command. The force movement control center supervises efforts of unit movement control centers of the GCE, ACE and LCE. These latter units provide transportation and communications assets in support of deployment activities. Bases and air stations from which Marine units deploy establish base or station operations support groups to coordinate their efforts with those of deploying units. These bases also provide their transportation and communications assets in support of deploying units. These units augment unit movement control centers to ensure that all personnel and materiel arrive at sea and aerial ports of embarkation. During employment, the function of movement control centers transitions to battlefield circulation and tactical movement control. The convoy G-3 establishes priorities for these functions.

***Logistics Cells***

3-92. The G-4 may establish logistics cells in both the main and rear echelons. In the main echelon, the CSS cell will monitor the logistics situation and keep the common operational picture current with respect to the logistic status of the unit. The CSS cell will interact with the current operations cell to ensure adequate CSS for the current operation and coordinate with the future operations cell to ensure the logistics supportability of future operations. The focus of the CSS cell in the rear echelon will be on coordinating logistics support for the unit from supporting CSS units. The rear cell will collect and analyze logistic data, provide projected CSS status information, and plan and control administrative movements.

**Communication and Information Systems (CIS)**

3-93. The CIS officer (the G-6) exercises technical direction and overall control over the MEB communications networks and information systems from the MEB communications control center (MCCC). The G-6 also coordinates with the controlling authorities of external communications networks. The G-6 is assisted in these responsibilities by the communications battalion's detachment. Communications control is performed at all echelons of the MEB down to battalion level by the G-6 or the S-6 with the assistance of organic and supporting communications units or detachments.

3-94. Communications control consists of three primary functions: systems planning and engineering, systems control (SYSCON), and technical control (TECHCON). Systems planning and engineering tasks include determining the CIS requirements of the organization; designing the communications networks to support those requirements; and promulgating CIS plans, orders, and directives. SYSCON involves supervising, coordinating, and controlling the overall day-to-day operation of MEB communications networks, and TECHCON is the centralized technical supervision of the installation, operation, and maintenance of MEB communications networks.

***Operational Systems Control Center (OSCC)***

3-95. The systems control staff supervises the OSCC activities. The OSCC directs the day-to-day operation of the communications networks, compiles statistics and reports for use in long-range planning, and serves as the focal point for coordination of user requirements and allocation of CIS resources.

***Technical Control Facility***

3-96. The TECHCON facility provides centralized technical supervision of the installation, operation, and maintenance of selected circuits, terminal equipment, and dedicated services. The TECHCON facility provides the means to conduct technical supervision of circuits and coordinate with other facilities for circuit troubleshooting and restoration.

***Command and Control During Amphibious Operations***

3-97. When the MEB is embarked aboard amphibious shipping, the MEB commander serves concurrently as the CLF. As such, the MEB commander and staff direct the actions of the MEB from command and control compartments located aboard host vessels of the amphibious task force (ATF). MEB command and control may remain afloat throughout the amphibious operation. Shipboard command and control facilities also support the commander, amphibious task force (CATF). The CATF is a naval officer that is located with his staff aboard a flagship.

***Landing Force Operations Center (LFOC)***

3-98. The LFOC is established in shipboard workspaces designated and configured for use by the CLF and his staff. From these locations afloat the CLF and staff plan and execute LF operations until LF command and control is displaced ashore. The LFOC is manned by the same personnel who operate the MEB COC ashore. It performs the same functions as those of the MEB COC ashore. While afloat, it coordinates with other afloat centers, such as the supporting arms coordination center (SACC), Navy tactical air control center (TACC), helicopter direction center (HDC), tactical-logistical (TACLOG) operation center and ATF intelligence center (ATFIC). These centers are discussed further in subsequent paragraphs.

***Supporting Arms Coordination Center (SACC)***

3-99. The SACC is a single location on board an amphibious command ship in which all communication facilities incident to the coordination of fire support of the artillery, air, and naval surface fire are centralized. The SACC is the naval counterpart of the fire support coordination center utilized by the landing force and consists of a supporting arms coordinator and naval surface fire, air support and target information sections. It exercises overall coordination of supporting fires within the amphibious objective area (AOA) and provides ATF and LF commanders with information concerning the requirements and developments that affect coordination of fire delivery by naval surface fire vessels, support aircraft and artillery units. A LF liaison is established in the SACC if the responsibility for coordination of supporting arms is passed ashore.

***Navy Tactical Air Control Center (TACC)***

3-100. TACC provides the means to direct and coordinate all tactical air operations in an amphibious area, including anti-air warfare, until this responsibility is transferred to Marine air control agencies ashore. It consists of a tactical air controller; an air support controller; an anti-air warfare coordinator, a helicopter coordination section and appropriate operations, intelligence, and communications personnel and equipment.

***Helicopter Direction Center (HDC)***

3-101. In amphibious operations, the HDC is the primary direct control agency for the helicopter group/unit commander operating under the overall control of the TACC. It provides the means to direct and control helicopters during the ship-to-shore movement and advises the Navy TACC on all matters pertaining to the movement of helicopters that require coordination with supporting arms within the amphibious objective area.

***Tactical-Logistical Group (TACLOG)***

3-102. TACLOGs are temporary agencies that are organized as required by the LF to assist the naval control organization in the ship-to-shore movement of troops, equipment, and supplies.

***ATF Intelligence Center (ATFIC)***

3-103. The ATFIC is the principal intelligence command and control and operational node for both the ATF and the LF. It enables the integration of naval, and possibly other component, intelligence-related command and control and operations resources and capabilities in a mutually supporting manner. In this way, available intelligence resources are used most effectively in support of ATF, LF, higher and headquarters' intelligence requirements.

## COMMAND ELEMENT STAFF ACTIONS

3-104. Staff actions are designed with one aim: to assist the commander. This assistance contributes to timely and effective decision-making. The commander and staff should be continually alert to opportunities to streamline bureaucratic, cumbersome or time-consuming practices. Staff procedures must contribute directly to mission accomplishment.

### MARINE CORPS PLANNING PROCESS (MCP)

3-105. The most important planning activity conducted by MEB staff officers is participation in the MCP. Staff officers make continuing estimates and analyses as a basis for developing and analyzing COAs. Once the commander has announced his decision and presented his concept of operation, each staff section prepares its appropriate portion of the plan and/or order implementing the commander's decision.

### COORDINATION

3-106. All staff actions are focused on coordination. Coordination must extend beyond the unit headquarters to higher, adjacent, supporting, supported, and subordinate units. The C/S has overall responsibility for staff coordination. Under this direction, general/executive staff sections have primary responsibility for coordinating those activities that fall within their staff cognizance. When overlap exists between staff interests, the CoS assigns primary coordinating responsibility to one staff section and collateral responsibilities to other staff sections. Although one staff section may have primary responsibilities for coordination, every staff section coordinates its activities with those of other concerned staff sections.

### STAFF BRIEFINGS

3-107. Staff briefings are the primary technique for keeping the commander and staff informed of the current situation and major problems facing the command. The C/S is responsible for scheduling and orchestrating briefings and meetings for the commander. Briefings are designed for the rapid oral dissemination of information to a group of people; they are not to settle issues, conduct detailed planning or solve problems. However, command decisions may occasionally be made at staff briefings.

### STAFF MEETINGS AND CONFERENCES

3-108. Meetings and conferences are a particularly effective means of coordination. They provide an opportunity for the face-to-face exchange of information and views among all parties interested in a problem. With the fielding of video teleconferencing (VTC) technology, meetings and conferences can take place between geographically dispersed participants. Meetings are more informal than conferences. Meetings may be strictly to exchange information and may or may not include an agenda and a report of discussions. Conferences may be formal or informal, but will normally include an agenda and a report. Staff meetings must have a purpose, be focused, and used only when needed.

### COMPLETED STAFF ACTIONS

3-109. Completed staff action on a problem results in the presentation of the problem, together with conclusions and any recommended COAs, in such form that all that the commander need do is indicate approval or disapproval. It includes the coordination of the action with all affected staff sections before the commander's decision and the necessary actions and supervision to ensure issuance, receipt, and understanding of orders and instructions, and compliance therewith. All matters brought to the commander for decision should be presented as completed staff action. If possible, the entire problem under consideration should be presented as a single item of completed staff action. If the problem is very extensive or complex and is susceptible to more effective treatment in parts, each part may be presented separately in the form of completed staff action.



**MAGTF BATTLE RHYTHM**

3-110. Battle rhythm is the deliberate daily cycle of command, staff, and unit activities intended to integrate and synchronize current and future operations. The C/S manages the battle rhythm with assistance from the IMO. Battle rhythm is described as the sequencing and execution of actions and events within a HQ that are regulated by the flow and sharing of information that support all decision cycles. The operational battle rhythm synchronizes the activities of the staff and should ensure the sequential flow of inputs and outputs between boards, bureaus, centers, cells, and working groups (B2C2WG). As a practical matter, the CE battle rhythm consists of a series of meetings, report requirements, and other activities. These activities may be daily, weekly, monthly, or quarterly requirements. (JP 3-33, Joint Task Force Headquarters)

3-111. Since battle rhythm is commander-centric, the synchronization of activities intended by the battle rhythm is focused on the commander's decision cycle. The staff battle rhythm will require flexibility, adaptability, and the ability to handle dynamic change from mission requirements and HHQ demands. At the same time, battle rhythm will require structure and foundation for staff and unit level interaction, planning, and prioritization with all inputs and outputs of the battle rhythm events linked together.

3-112. The battle rhythm provides the structure for managing the time of the commander and staff personnel. The HQ battle rhythm must not only integrate the decision cycle across the three event horizons, but must also account for the battle rhythms of higher and adjacent HQ and stakeholders, all while supporting subordinate HQ with timely direction and guidance. The logical arrangement of B2C2WG(s) in support of each other and decision making is the mark of effective and efficient staff organization. An important element of the battle rhythm management is maintaining awareness of critical staff positions that are in high demand for working groups, boards, and operational planning teams.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• 0700 Shift change brief</li> <li>• 0800 CG's morning update</li> <li>• 0900 Battlefield update analysis brief (HHQ)</li> <li>• 1030 Resource allocation board meeting</li> <li>• 1100 Assessment working group meeting</li> <li>• 1200 Personnel statistics report due HHQ</li> <li>• 1300 Targeting board working group meeting</li> <li>• 1330 Civil affairs bureau meeting at CMOC</li> <li>• 1430 Movement control board meeting</li> <li>• 1500 Civil military affairs working group meeting</li> <li>• 1600 Force effects working group meeting</li> <li>• 1700 Targeting board meeting</li> <li>• 1900 Shift change brief</li> <li>• 2000 Intelligence update with HHQ</li> <li>• 2100 Force protection working group meeting</li> <li>• 2300 Collection plan working group meeting</li> <li>• 0100 Reports due HHQ</li> <li>• 0200 Information Operations working group meeting</li> <li>• 0600 Morning brief cell meeting</li> <li>• 0700 Shift change brief</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Figure 3-5. Notional MEB battle rhythm**

**BOARDS, BUREAUS, CENTERS, CELLS, WORKING GROUPS (B2C2WG)**

3-113. The B2C2WG are the events in the BR. The sponsorship of the B2C2WG must contribute to the coordination of planning, decision making, execution and assessment cycle. The cycle begins with the Commander's input to the staff with priorities and guidance to feed the cycle. The Commander's input becomes the G3 goal to achieve, the focus of the staff to follow throughout the cycle, and triggers the B2C2WG activities. The B2C2WG activities should result in products present to support the Commander's decision making. Over the course of the exercise, the B2C2WG activities functioned well and appeared to

provide the products the Commander desired. Success of the B2C2WG is predicated upon having the cells generate timely and relevant information for the WG to make timely and appropriate recommendations to the respective decision-making boards which then feed products. The right subject matter experts must attend - for example,

## **A. Boards**

### ***Aviation Coordination Board (ACB)***

3-114. Common Tactical Picture Board. The CTP board acts as the focal point for coordinating the CTP within the command. It is convened by the CTP manager who is responsible for working closely with the IMO, the primary battlestaff, and subordinate and HHQ IMOs to develop CTP procedures to maintain a near real time picture of friendly and enemy forces. The CTP board operates closely with appropriate staff sections, IMO, combat operations center (COC), and combat intelligence center watch officers. It is composed of the friendly air, land, maritime, and enemy force track managers and is actively involved in resolving all cross-functional CTP issues. All personnel must take appropriate actions to safeguard information.

### ***Effects Board (EB)***

3-115. The effects board is the XXX.

### ***Information Management Board.***

3-116. The IM board is the focal point for coordinating IM issues within the command. It convenes during the development of the IMP and as required thereafter. The IM board operates under the supervision of the C/S or XO or the appropriate staff directorate to meet the commander's mission needs. Facilitated by the command IMOs, it is composed of the senior IMO from each MSC and IMO representative from appropriate staff sections. The IM board is actively involved in resolving cross-functional and contentious IM issues. Personnel who administer information exchange technologies (i.e., G-6 or S-6 personnel) also attend.

### ***Joint Targeting Coordination Board (JTCCB).***

3-117. Typically, the Joint Force Commander (JFC) organize and define the role of a JTCCB, which can be an integrating center for the targeting effort, a JFC-level review mechanism, or both. The JTCCB consists of representatives from the joint force staff, all components, and, if necessary, their subordinate units. In conventional combat operations, the JTCCB meets daily and is driven in large part by the air tasking order (ATO) process. The JTCCB is responsible for coordinating targeting information, providing targeting guidance and priorities, and refining the joint integrated prioritized target list.

### ***The Marine Air-Ground Task Force Targeting Board.***

3-118. The MAGTF targeting board is the forum for members to present and discuss targeting objectives, desired effects, target priorities by category, recommended air apportionment, and other asset apportionments. The board also develops an integrated, prioritized target list of individual targets and recommended guidance for the commander's approval. It consists of representatives from each of the MSCs within the MAGTF and the staff sections. Theater- and national-level agencies may send representatives to the targeting board depending upon the nature and scope of operations. Typically, the deputy commander chairs the MAGTF targeting board, acting as the commander's executive agent.

### ***Warfare Commanders Coordination Board (WCCB)***

3-119.

## **B. Working Groups**

### ***Civil Military Operations (CMO) Working Group.***

3-120. The CMO is established to focus on major CMO projects across the MEB AO, such as key leader engagement (KLE) and CMO targeting in order to achieve the commander's desired effects.

### ***Collections Management Working Group.***

3-121. The Collection Management Working Group falls under G-2 Operations and consists of Collection Manager, Collections Chief, and NCOs. The section is responsible for managing all collections requirements from Staff sections, and facilitating the prioritization process.

### ***Counter IED Working Group (C-IED) Working Group.***

3-122. The C-IED working group is responsible for formulating, prioritizing, monitoring, coordinating, and supervising counter IED efforts throughout the MEB's area of interest. The working group works closely with the operations and intelligence staffs through a variety of meetings and working groups.

### ***Information Management/Knowledge Management (IM/KM) Working Group.***

3-123. IM/KM analysts aid the staffs in determining internal and external information exchange requirements. Working group input is used to establish collaboration tools. The IM/KM working group reviews how and what information is shared on the portal and provided feedback to improve information sharing.

### ***Key Leader Engagements Working Group.***

3-124. Working group interacts between unit leadership and key power figures and influencers within a local civilian community. The working group assesses the unit's operational impact on the local community and assesses the attitude of key local and/or regional leaders.

## **C. Centers**

### ***Combat Operations Center.***

3-125. The MEB COC consists of G-3 and G-2 watch officers and noncommissioned officers, a senior watch officer, and a situation report watch officer. Many enlisted Marines assist in operating tactical information systems, managing information, and maintaining situation displays and the CTP. The G-2 and G-3 watch officers receive information from collocated personnel and subordinate and adjacent units. G-2 and G-3 watch officers filter this information, update the CTP as necessary, and forward critical items to the senior watch officer. The senior watch officer also receives information that affects current operations from other principal staff sections (G-1, G-4, and G-6). The senior watch officer evaluates information in the context of current operations and determines whether action is required and whether the COP requires updating. Depending on the situation, the senior watch officer may be assisted in this process by other officers from current operations. On the basis of authority delegated by the commander, the senior watch officer acts by issuing orders or briefing the commander and recommending action.

### ***Combat Service Support Operations Center.***

3-126. The combat service support operations center (CSSOC) serves as the hub for future and current operations planning within the FSSG main. Each CSS functional area (supply, maintenance, transportation, engineering, health services, and services) provides representation to the CSSOC. Under the supervision of a G-3 watch officer, these personnel monitor current operations and maintain status displays of friendly and enemy situations. Additionally, CSSOC personnel handle requests from subordinate units and keep the MAGTF informed of the CSS situation. FSSG commanders may choose either a centralized or decentralized configuration for their CSSOCs.

***Direct Air Support Center.***

3-127. The DASC is established by the Marine air support squadron (MASS) and processes immediate requests for air support, coordinates aircraft employment with other supporting arms, manages terminal control assets such as forward air controller (airborne) (FAC[A]) and assault support coordinator (airborne) (ASC[A]) supporting ground forces, and will provide procedural control of assigned aircraft, unmanned aerial vehicles, and itinerant aircraft transiting through its assigned area. The DASC can employ a direct air support center (airborne) (DASC[A]) aboard a KC-130 that will provide extended line of sight communications with low flying aircraft.

***Electronic Warfare Coordination Center and Information Operations Cell.***

3-128. The EWCC facilitates coordination of electronic warfare operations with other fires and CIS. In many cases an IO cell is established that is responsible for the broad coordination of all IO activities, including electronic warfare. Each center/cell coordinates efforts by the G-2, G-3, and G-6 to eliminate conflicts between these overlapping battlespace functions. The EWCC, and/or IO cell if established, is under staff cognizance of the G-3. Assigned personnel identify potential conflicts in planned operations and work to resolve these issues. The EWCC (or IO cell) includes an electronic warfare officer, a CIS representative, and other LNOs; e.g., PSYOP, civil-military operations or public affairs as needed. Liaison could include radio battalion representation, airborne electronic countermeasures officers, a MACG radar officer, and other-Service representatives.

***Marine Air-Ground Task Force All-Source Fusion Center.***

3-129. The MAFC provides intelligence analysis, production, and targeting information. An integral part of the current operations effort, the MAFC is collocated with the MAGTF COC. The results of all surveillance, reconnaissance, and intelligence gathering flow into the MAFC, where these results are fused with previous collections and intelligence products are updated and disseminated.

***Landing Force Operations Center.***

3-130. The LFOC is the shipboard space allocated to CLF and the LF staff to plan and execute LF operations. The LFOC is normally located on the ATF flagship. The LFOC staff are the same personnel who man the MAGTF COC when, and if, it is phased ashore. The functions of the LFOC mirror those of the COC. This center controls and monitors LF activities until CLF establishes.

***Supporting Arms Coordination Center.***

3-131. The supporting arms coordination center (SACC) exercises overall coordination of supporting fires within the amphibious operating area. This center, located aboard the amphibious flagship, consists of a supporting arms coordinator and naval gunfire, air support, and target information sections. ATF operations, intelligence and communications, and LF fire support personnel perform the functions of the SACC. These functions are similar to those performed by the FFCC and FSCC that may be subsequently established ashore. A LF liaison is established in the SACC if the responsibility for coordination of supporting arms is passed ashore. This center provides the commanders of the ATF and the LF with information concerning the requirements and developments that affect coordination of fire delivery by naval gunfire units, support aircraft, and artillery units.

***Tactical Air Operations Center.***

3-132. The Marine air control squadron (MACS) provides equipment and personnel for tactical air operations center (TAOC) operation. The TAOC provides the ACE with the capability to detect and identify hostile aircraft and missiles; control the interception of hostile aircraft and missiles; and provide tactical routing to friendly aircraft. MACS personnel assigned to the TAOC use specialized information systems, sensors, and dedicated command ashore. Communications links to search the MAGTF airspace and coordinate air defense for vital areas. The TAOC controls friendly aircraft in the interception of hostile aircraft and assists missile units in locating and destroying hostile aircraft. Information gained through radar and tactical digital information links is transmitted to the TACC and updates the air picture for the wing

commander. The TAOC also interfaces with the Air Force air operations center and control and reporting center to coordinate joint air defense efforts. The TAOC is movable but not mobile and is located in the rear of the AO. The TAOC is often located at a fixed-wing airfield. A MEF will normally deploy with one or two MACSS (task-organized) to operate and maintain the TAOC. Normally, a MEU(SOC) has no requirement for a TAOC, but an early warning/control capability may be task organized as part of a special purpose MAGTF (SPMAGTF) if required.

#### ***Tactical Air Command Center.***

3-133. The TACC is operated by personnel from the ACE staff, the Marine tactical air command squadron (MTACS), and the MACG staff. The TACC is the senior MAGTF air command and control agency. The TACC provides the operational command post from which the ACE commander and his staff plan, supervise, coordinate, and execute all current and future MAGTF air operations. The TACC provides the capabilities necessary to integrate, coordinate, and direct air operations in support of the MAGTF.

### **D. Cells**

#### ***Logistics Cells.***

3-134. The G-4/S-4 may establish logistics cells in both the main and rear echelons. In the main echelon, the CSS cell will monitor the logistics situation and keep the common operational picture current with respect to the logistic status of the unit. The CSS cell will interact with the current operations cell to ensure adequate CSS for the current operation and coordinate with the future operations cell to ensure the logistics supportability of future operations. The focus of the CSS cell in the rear echelon will be on coordinating logistics support for the unit from supporting CSS units. The rear cell will collect and analyze logistic data, provide projected CSS status information, and plan and control administrative movements.

#### ***Mission Planning Cell.***

3-135. Early in the planning process, the MEU and ARG commanders designate a mission commander, usually one of the MSE commanders. The mission commander then establishes his own mission planning cell to plan the details of the operation. Consideration must be given to the feasibility of separate planning cells due to limited staff members; therefore, the mission commander may designate more than one planning cell in order to plan concurrent, contingency, or follow on missions. Additionally, a separate R&S mission planning cell may be established to plan

## **SUMMARY**

3-136. The United States Marine Corps provides task-organized MAGTFs to support missions across the full range of military operations. MAGTFs can be tailored to conduct a wide range of missions including forcible entry and humanitarian assistance. They can rapidly deploy and operate as part of an amphibious or multinational force. MAGTFs range in size from MEU(SOC) to MEF however this chapter focused on the MEB.

## **REFERENCES**

- MCDP 1. *Warfighting.*
- MCDP 1-0. *Operations.*
- MCDP 1-0.1. *Componency.*
- MCDP 2. *Intelligence.*
- MCDP 3. *Expeditionary Operations.*
- MCDP 4. *Logistics.*
- MCDP 5. *Planning.*
- MCDP 6. *Command and Control.*
- MCWP 3-40.1. *Marine Air-Ground Task Force Command and Control.*

MCWP 5-1. *Marine Corps Planning Process.*

MCRP 5-1B. *MTTP for Joint Task Force Liaison Officer Integration (JTF-LNO).*

MCRP 5-12A. *Operational Terms and Graphics.*

JP 3-02. *Joint Doctrine for Amphibious Operations.*

Expeditionary Force 21. *Marine Expeditionary Brigade Concept of Operations.*

*Marine Corps Operating Concepts, Third Edition.* June 2010.

### **MARINE CORPS DOCTRINE DIVISION POINTS OF CONTACT**

ABCA Deputy National Director	(703) 784-6217
Service Doctrine Coordinator	(703) 432-8188
Joint Doctrine Coordinator	(703) 432-8493
Multinational Doctrine Coordinator	(703) 784-2872
Multinational Doctrine Specialist	(703) 784-6223

3300 Russell Road, Quantico, VA 22134

doctrine@usmc.mil

DSN: 278-xxxx

Fax: (703) 784-2917

Marine Corps Doctrine Webpage available at [www.doctrine.usmc.mil](http://www.doctrine.usmc.mil) - CAC enabled.

Marine Corps Publications Electronic Library Webpage available at  
[www.marines.mil/News/Publications/ELECTRONICLIBRARY.aspx](http://www.marines.mil/News/Publications/ELECTRONICLIBRARY.aspx).

## Chapter 4

# United Kingdom

### SECTION I: NATIONAL INTRODUCTION:

#### EXECUTIVE SUMMARY

4-1. Army 2020 (A2020) provided the structural changes that underpin the Army's future organization and capabilities based on the creation of Reaction Forces (RF), Adaptable Forces (AF) and a pool of specialist formations, units, and staff commanded by Force Troops Command (FTC). A modular, graduated readiness approach ensures that a divisional force can be packaged to meet operational need and can adapt to change, including sustaining an extended operation. The RF is optimized for combined arms manoeuvre in a joint context and potentially high threat, high intensity environments. The AF is the primary source of capability for Defence Engagement but also serve as a pool from which to task organize the rotations and capabilities required for an enduring operation. An AF 2 star headquarters has been retained which is capable of preparing and training subordinate forces for operations as well as deploying in an operational role on an enduring operation if required.

4-2. Directed by the 2010 Strategic Defence and Security Review, the UK has therefore confirmed both the ambition and requirement to maintain a fully deployable divisional level headquarters as an integral part of its defence capability. Following 10 years of conducting stabilization operations at the Brigade level in Iraq and Afghanistan, the UK believes that it is time to re-focus on the Divisional level of Command. As a consequence of this approach, the structure and modus operandi of the 2 star level HQ has been comprehensively reviewed and restructured under Project HORROCKS with the intention of enhancing understanding, integration and efficiency across the entire staff structure. In order to achieve the levels of interoperability and modularity that will be required,

#### INTEGRATED ACTION

4-3. Integrated Action, "The deliberate use and orchestration of land force and supporting capabilities and activities to affect actors' perceptions, physical capability, will and cohesion, in order to change or maintain their behaviour." is the British Army's overarching doctrine and determines the way that the entire land force operates. It applies to the full range of potential operational tasks, from warfighting, through counter-insurgency (COIN) and peacekeeping to defence engagement. Mission Command remains the Army's command philosophy, and the Manoeuvrist Approach the Army's fighting doctrine. Although it applies to the whole force, the capacity to plan and orchestrate Integrated Action is greatest at the corps and divisional headquarters.

#### COMMAND AND CONTROL PHILOSOPHY

4-4. The UK Command and Control Philosophy is based on the principle of Mission Command and has three enduring tenets: timely decision-making, the importance of understanding a superior commander's intention, and, by applying this to one's own actions, a clear responsibility to fulfill that intention. The underlying requirement is the fundamental responsibility to act (or, in certain circumstances, to decide not to act) within the framework of the commander's intentions. Together, this requires a style of command, which promotes de-centralized command, freedom and speed of action, and initiative.

## COMMAND

4-5. Command at all levels can be described as the art of decision-making, motivating and directing all ranks into action to accomplish missions. It requires a vision of the desired result, an understanding of concepts, missions, priorities and the allocation of resources, an ability to assess people and risks, and involves a continual process of re-evaluating the situation. A commander requires, above all, to decide on a course of action and to lead his command. Thus leadership and decision-making are his primary responsibilities. Command also involves accountability and control.

## PLANNING

4-6. The British Army uses the Estimate Process which is not unlike MDMP used by the US and other ABCA nations. The essential difference between the two processes is that MDMP 'Staff Led' by UK staff officers, while the UK estimate process is 'Command Led'. The main debate and difference is the role of the commander and at which point he contributes. In the US system, the staff (rather than the command group) conducts the Mission Analysis and advises the US commander prior to him issuing his initial commander's guidance. A table comparing some of the different approaches adopted by nations can be found in section 2.

4-7. The British Army uses 4 levels of Estimate:

- **Operational Estimate (OE):** 6 Step Estimate conducted at Operational level to produce Campaign Planning Concepts.
- **Tactical Estimate:** 6 Step Estimate conducted at tactical level to produce Tactical Planning Concepts.
- **Combat Estimate:** 7Q estimate conducted by a unit / fmn HQ staff. This can also be used as an Individual estimate by junior Comds (SU, Pl, Sect Comd)

The Division will routinely use the OE and TE.

## THE DIVISIONAL LEVEL

4-8. From the UK perspective, the 2\* level of command offers broad utility and can be configured according to operational need. It can be characterized as:

- The lowest level where operational art is practiced by the UK in the Land Environment;
- The lowest level with the capacity to plan and execute simultaneous tactical engagements across different event horizons, allowing operational tempo to be maintained while realizing the potential of a continuous action-decision cycle;
- The lowest level with the capability and capacity to conduct multi-dimensional manoeuvre, achieving a position of advantage over an opponent in the cyber and information spaces, as well as the traditional dimensions of land (fire and movement) combined with air. These activities cannot be conducted below the 2\* level;
- A command level able to provide effective gearing between operational and strategic decision makers and tactical reality, freeing 1\* tactical commanders to concentrate on the tactical fight.
- A command level with a 'hierarchy of wisdom' to deal with complexity. This is drawn from a professional experience and staff capacity that is a step change from that of the Brigade;

## DIVISION ORGANIZATION FOR OPERATIONS

4-9. The HQ is designed to be scalable to match a range of operational contexts and is shown below illustratively, as a UK led Multi-National (MN) division<sup>1</sup> operating in an intervention operation within a NATO C2 context and subordinate to a NATO or coalition 3\* Corps HQ.

<sup>1</sup> Capability to be established by 2017



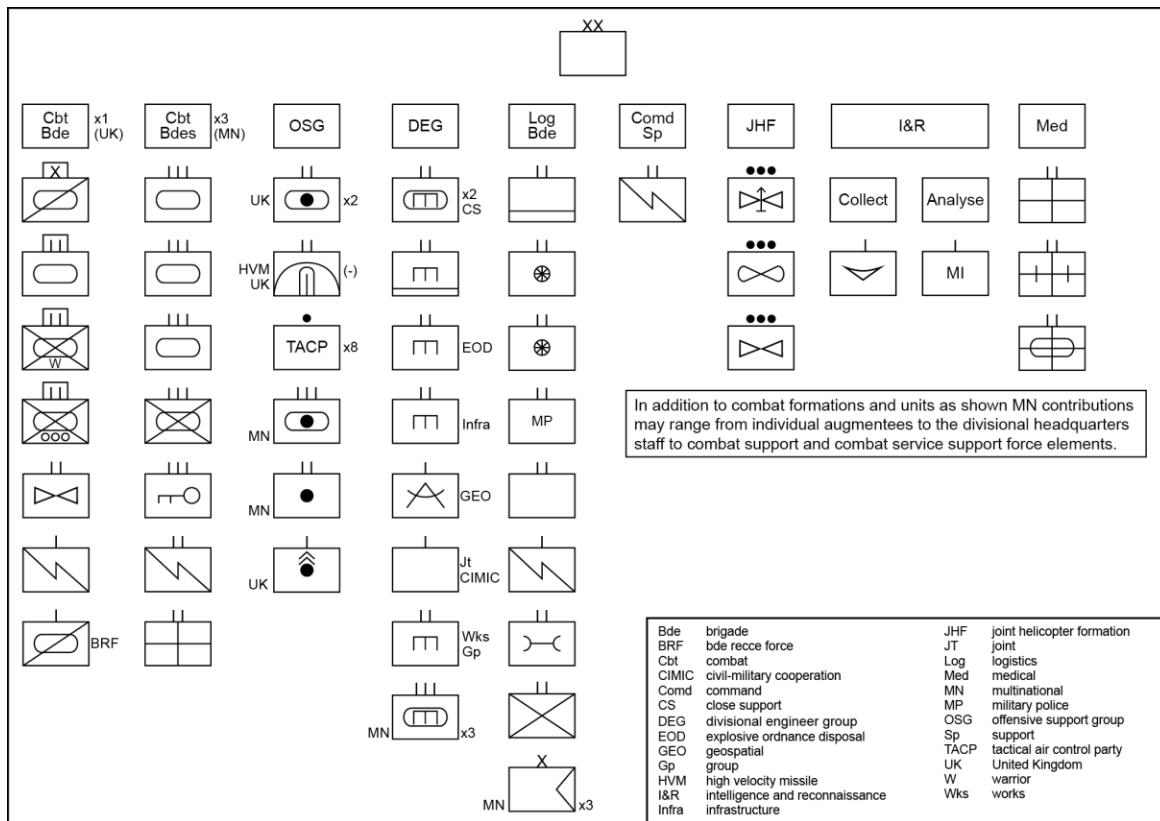


Figure 4-1. Illustrative Task Organization – UK led multinational division

## COMBAT BRIGADES

4-10. The UK combat brigades within the division will be based on armoured infantry brigades. They contain armoured, armoured cavalry, armoured infantry and protected mobility units which are task organised by the brigade to form all arms battle groups. Dependent upon the nature of the operating environment and the task in hand, the brigades may be supplemented as required by specific force elements, such as light infantry and light cavalry. Should the situation require it, the division may also be supported by air manoeuvre or commando force elements at unit or formation level.

## OFFENSIVE SUPPORT (OS) BRIGADE

4-11. The OS Brigade contains Close Support (CS) artillery regiments supporting both RF and AF. The 3 x CS regiments supporting 3 (UK) Division are equipped with AS90, GMLRS, and EXACTOR for area and precision fires. The 2 x CS regiments supporting 1 (UK) Division are equipped with light gun (105 mm). The integration of joint fires is achieved through the provision of artillery “Tac Groups” and SMEs at the sub-unit, unit and formation level. The HQ of the OS brigade will not deploy as a stand-alone entity but is configured to provide scalable plugs into both the RF and AF divisional HQ. This includes the OF6 commander of the OS brigade who can augment either HQ as DCOM Joint Fires (DCOM JI). Air Defence (AD), whilst provided by Royal Artillery regiments, is not part of the OS brigade Order of Battle (ORBAT). AD regiments are under the Operational Command (OPCOM) of HQ Joint Ground Based AD (GBAD) within the RAF chain of command, with only staff officers being employed within OS brigade HQ. These advisors can plug into the divisional HQ when deployed.

## ENGINEERING

4-12. Close Support (CS) and Force Support (FS) engineer regiments, Explosive Ordnance Disposal (EOD) and infrastructure support assets task organised to the division will be drawn from 8 Engineer Brigade. 8 Engineer Brigade will not deploy as a brigade. The command and control (C2) of engineer and EOD assets under command of the division is provided by Divisional Engineer Group (DEG) which is embedded within the divisional HQ. As directed by the division, mobility and counter-mobility effects are integrated with the combat brigades in order to enable manoeuvre, as well as constrain enemy manoeuvre. The OF5 lead and direction for engineer support to the division will be provided by DCOM Engr.

## SUSTAINMENT BRIGADE

4-13. 101 Logistic Brigade will provide dedicated logistic support to the division. In certain circumstances it may be required to coordinate multi-national and joint logistic support. From the outset, the logistic brigade will work closely with the divisional headquarters to set the logistic design for operations. Once deployed it may collocate with divisional MAIN HQ or it may be deployed elsewhere in order to conduct operations on the logistic line of communication. In these circumstances the brigade will ensure that sufficient logistic support is made available to the staff in the divisional HQ. The brigade contains a mixture of Close Support Logistics Regiments (CSLR) and Theatre Support Logistics Regiments (TLR). Role 1 Medical Support is delivered through Armoured Medical Regiments in 101 Logistic Brigade, and Medical Regiments in 102 Logistic Brigade. Equipment Support (ES) is delivered through a mix of Armoured Close Support (Armd CS) battalions and Force Support (FS) battalions. The CSLR provides intimate and dedicated logistic support to an affiliated manoeuvre brigade whilst the TLR provides supply and transport from the theatre RV to the close support environment. Armoured Medical Regiments are typically allocated on a ratio of one per Armoured Infantry Brigade to support combined arms manoeuvre. Each Armoured Medical Regiment also has a Medical Squadron assigned to the Force Support Area, although at 'best effort' or over extended / multiple ground lines of communication, this may be augmented or replaced by a Medical Regiment from 102 Logistic Brigade. The Armd CS battalions will be configured to support combined arms manoeuvre operations with one battalion being attributed to each armoured infantry brigade. A single FS battalion will provide support in the divisional rear areas.

## COMMAND SUPPORT BRIGADE

4-14. 7 Signal Group (7 Sig Gp) under 11 Signal Brigade (11 Sig Bde) will command five R SIGNALS Multi Role Signal Regiments (MRSRs) and deliver Communications Information Systems (CIS) and Information Communications Services (ICS). 7 Sig Gp's will also act as a functional cell plug within the Div HQ.

## JOINT HELICOPTER FORCE

4-15. The Joint Helicopter Force will provide the division with attack and support helicopter capabilities. Up to 2 x regiments of attack helicopters, 2 of utility helicopters and significant elements of the support helicopter fleet may be deployed.

## 2 MED BDE

4-16. Deployed Hospital Care (DHC) to the deployed Joint force will be provided by 2 Med Bde<sup>2</sup> - which also will also supply the bulk of any additional medical staff augmentation required by the Division.

<sup>2</sup> DHC can also be provided by suitable UK Maritime platforms or coalition partners.

## INTELLIGENCE AND SURVEILLANCE BRIGADE

4-17. The division’s organic intelligence and surveillance assets will be grouped under the Intelligence and Surveillance (I&S) brigade, which will include Unmanned Aerial Systems (UAS), Surveillance and Target Acquisition (STA) and Electronic Warfare (EW) assets, as well as a Military Intelligence (MI) capability to analyse and exploit information.

## SECURITY ASSISTANCE GROUP (SAG)

4-18. Soft effects capabilities and regional expertise will be made available to the division by the SAG. These will include civil affairs, PsyOps, cultural specialists, gender advisors and media operations specialists.

## NATIONAL COMMAND ELEMENTS/NATIONAL SUPPORT ELEMENT

4-19. The divisional commander may be the National Contingent Commander (NCC). Recent operational experience has shown that the 2\* level of command is the lowest appropriate level for NCC responsibilities to rest. A brigade commander will be focused ‘down and in’ and the additional responsibility of NCC will distract him and his headquarters from the conduct of the close battle. The NCC role is more appropriate for the corps or divisional commander, who is likely to be above the ‘level of the fight’ and whose focus will be ‘up and out’. In this capacity, the divisional commander must fully understand the UK domestic political agenda and how it may affect operations. As the focus for coalition interaction, the divisional commander will be in an effective position to maintain national relationships at the operational level. As the NCC within a multi-national corps, the divisional commander is responsible for ensuring that the corps commander is fully aware of the range of capabilities within the division, its key strengths and limitations and any national caveats that may be in force.

## SECTION II: HEADQUARTERS ORGANIZATION:

### HEADQUARTERS ORGANIZATIONAL DIAGRAM

4-20. The Headquarters (HQ) organizational chart is the following:

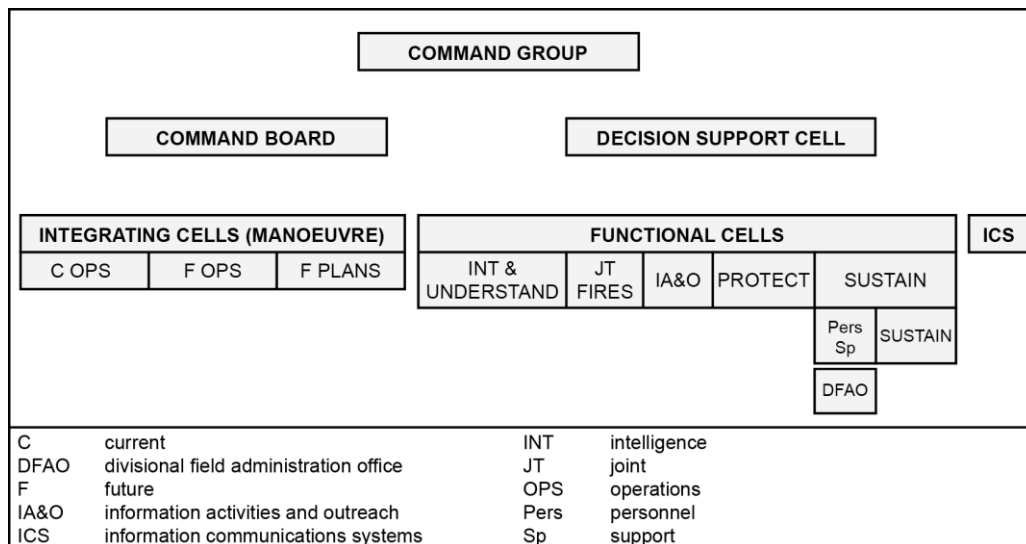


Figure 4-2. HQ Structure

## COMMAND GROUP

4-21. The Command Group consists of the Commander, the Deputy Commander, POLAD, COS, Command Sergeant Major (CSM), aides and a mobile element. Success on operations requires a manoeuvrist approach, with the divisional commander seeking to influence perceptions and manage complexity. The personal involvement of the commander is likely to be key in the political domain driving forward Key Leader Engagement (KLE) and other outreach activities. He will also have a central role to play in building (and possibly leading) the CJIM<sup>3</sup> team. To cope with these demands, the Command Group is supported by a Command Board of specialist Commanders and the Decision Support Cell. These two elements help to manage the division and enable the staff to maintain concurrent planning within a continuous action-decision cycle. Individual roles can be described as follows:

### GENERAL OFFICER COMMANDING (GOC)

4-22. The Commander is responsible for the divisional headquarters and all units and organizations that have a command or support relationship assigned from a higher headquarters. The GOC supervises the control functions performed by the staff by positioning himself to best exercise mission command over the units.

### DEPUTY COMMANDER (DCOM)

4-23. The DCOM assists the Commander with running the day-to-day operations of the division. How the DCOM is employed will be dependent on the operational context and the direction of the GOC. Broadly the DCOM's roles fall into two areas:

#### Outward facing

4-24. The DCOM may be tasked to exercise command of a discrete part of the battle; i.e. command of a complex obstacle crossing exercised from Forward (FWD) HQ.

#### Inward Facing

4-25. The DCOM may directly deputise for the Commander and provide command guidance to the staff in the absence of the GOC; for example, whilst the latter is on battlefield circulation. Alternatively the DCOM may exercise oversight of a particular HQ task, such as security force assistance. Where detailed staff management is required, even for a discrete task, the COS should serve as the principal coordinator of staff effort.

### POLAD

4-26. The POLAD is the civilian advisor to the Comd on all governmental and policy issues pertinent to the Division's mission. The POLAD works closely with the IA & O staff and the Prism Cell.

### COS

4-27. The COS commands HQ MAIN. He is part of the Command Group, responsible to the GOC for the operation, organization, and administration of the HQ. He is the senior staff officer across all disciplines, and ensures the GOC's intentions are turned into workable plans, are communicated to and understood by his subordinate commanders, as well as by the superior and flanking HQs. It is the COS's role to guide and control the staff ensuring that their efforts are integrated both vertically and horizontally; the intent is to achieve unified output in accordance with the commander's direction at each stage of the Plan, Refine, Execute and Evaluate (PREE) process. The transition to a continuous planning cycle will make this task even more challenging.

<sup>3</sup> Combined, Joint, Interagency, Intra-governmental, Multinational.

## ACOS SUSTAIN (OF5)

4-28. ACOS SUSTAIN is the senior G1/G4 staff officer. He is a member of the Command Board and Principal Planning Group, and is the GOC's primary advisor for Land Component sustainment planning and personnel issues. ACOS Sustain's primary role is to provide staff direction and guidance to CSS planners in the integrating branches, ensuring that the GOC's intent is translated into a plan that is fully sustainable. He also co-ordinates the activity of the Sustain cell (through the SO1 CSS), which provides specialist logistic expertise and staff support to F Plans, F Ops and C Ops activity. His presence in the Headquarters reinforces the mechanism of integrated planning. Crucially, ACOS Sustain does not command any logistic force elements; so tactical execution of sustainment activity is vested in the Man and Log Bdes<sup>4</sup>. His role is different from the Log Bde Comd who, though naturally a senior advisor to the GOC on sustainment operations, remains principally a tactical 1-star commander. ASCOS Sustain will also maintain oversight of the full range of G1 and G4 responsibilities that are prominent on enduring operations.

### Comd SM, ADC, Driver

4-29. They form the personal staff element who work under the immediate control of the Comd.

## COMMAND BOARD

4-30. Depending on the operational context, the GOC may be supported by specialist commanders. Their principal purpose is to exercise command over their specialist force elements and provide advice to the GOC. In the latter role they may form a Command Board. They do not lead functional cell activity although, as senior specialist commanders, they are likely to monitor and guide all aspects that deliver their capability. Their interactions with the HQ staff must be de-conflicted with the COS, who remains the staff director. As a default setting, specialist command appointments who are likely to be included in the Command Board are:

- DCOM ICS (OF5). Comd 7 Signal Group<sup>5</sup>.
- DCOM Joint Fires (OF6/5). Comd/Dep Comd 1st Artillery Brigade. The leadership of the OS force element, and thus the rank of DCOM JF, will be dependent on the scale and complexity of the OS effort.
- DCOM Understand (OF6/OF5). Comd/DComd 1 Intelligence and Surveillance Brigade.
- DCOM Engineering (OF5). Comd 25 Close Support Engineer Group.
- COMD SAG. OF6 Commander SAG.

## DECISION SUPPORT CELL

4-31. The COS controls the Decision Support<sup>6</sup> Cell consisting of specialist capabilities including iHUB, OPLAW and PM. Other specialist cells already mentioned, such as, Red Team, Prism, etc, are grouped under the Decision Support Cell upon augmentation to the Division. The COS has a key responsibility to integrate the following into the headquarters:

### PRISM CELL

4-32. The Prism Cell utilizes expertise available from outside the HQ to consider planned Divisional COAs from a wider/ non-military perspective. The Prism Cell will inform the GOC's intent, analyze how planned actions align with other national Lines of Operation, and work through the wider predicted secondary effects of planned Divisional actions within the JOA.

<sup>4</sup> In extremis, DCOS may be responsible for exercising co-ordination and control of Theatre logistics, reaching back to Joint Enabling activity at the interface with strategic lines of communication (APOD/SPOD).

<sup>5</sup> If required this could be OF6 Comd 11 Sig Bde. Whichever does not deploy will be responsible for FGEN/FPREP of roulementing CIS FEs, and is likely to be the follow-on DCOM Comd Sp.

<sup>6</sup> Decision Support is the technical and administrative support required to enable a commander to exercise command.

## **RED TEAM**

4-33. COS will identify a Red Team Head. The role of the Red Team is to challenge the perceived norms and assumptions of the GOC and his staff in order to improve the validity and quality of the final plan. The Red Team should be tailored appropriately for the operation; critical and creative thinkers will form the core of the team, but a diverse mix of skills and experience is required.

## **LIAISON OFFICERS (LOs)**

4-34. The successful integration of LOs will have a substantial impact on reducing the frictions between the Divisional HQs and subordinate/higher HQs. The primary requirement for a liaison officer is the ability to communicate effectively, and LOs to the Divisional HQ must be fully integrated in order to derive maximum benefit. They will be routinely included within the structure of the integrating cells, and will have briefing requirements to fulfill throughout the daily battle rhythm. The majority of LOs, especially Military ones will be located in the C Ops area.

## **COMBINED, JOINT, INTER-GOVERNMENTAL, INTER-AGENCY AND MULTINATIONAL (CJIIM) PLUGS**

4-35. The core divisional staff will provide sockets into which specialist CJIIM staff can be plugged. This is subject to further detailed analysis with CJIM involvement, but plugs could include:

### **Combined**

4-36. This is activities, operations and organizations in which military elements of two or more allies participate, for example; NATO led operation; US brigade under command of UK division; CJEF (UK and FR division); bi-lateral coalitions.

### **Joint**

4-37. This refers to activities, operations and organizations in which elements of at least two services participate:

- Maritime/ Amphibious. Maritime or amphibious planning expertise from FLEET or 3 Cdo Bde RM may support the HQ to assist in planning littoral operations and to integrate amphibious and maritime capabilities.
- Air. The Divisional HQ is augmented by air and aviation staff expertise. Where air operations are complex, or in circumstances where the Divisional HQ is fulfilling the senior land tactical headquarters role, the Air Component may allocate an Air Support Operations Centre (ASOC).
- SF. UKSF Group will provide a liaison officer or a special operations planning and liaison element (SOPL) to the division staff.

### **Inter-governmental**

4-38. These are organizations created by national agreements, examples are; UN, EU, AU and ICRC. Their representatives may be located with the Command Board.

### **Inter-agency**

4-39. This is the participation of multiple agencies within similar or overlapping areas with varying degrees of interagency cooperation. Strategic level intelligence agencies (SIS, GCHQ, CIA or NSA), policing capabilities (EUPOL), drug enforcement (DEA) and forensic expertise (SOCA) will be integrated mainly into Manoeuvre and Int/Understand. Other representatives from DFID, FCO, or other nations' equivalents (USAID, State Department, US Treasury etc) may join the Command Board as appropriate. NGOs such as MSF, OXFAM, the HALO trust etc, and contractors in security, logistics and facility management should also be considered.

**Multinational (MN)**

4-40. This is the participation of forces or agencies from more than one nation. MN LOs will bring a unique perspective to the operation. In addition Host Nation (HN) representation may be the key to campaign success, and their contributions must be considered at the relevant stages of the planning process, whilst allowances are made for any partisan agendas.

**Understanding and Interoperability**

4-41. CJIM actors bring different benefits, perspectives, information sources, objectives and potentially caveats to planning. Many will be supported by different ICS with different protocols or classifications. Careful consideration needs to be given as to how they are integrated, within technical and operating constraints, into the Divisional HQ – and the Divisional HQ integrated into them - to ensure the collective Understanding necessary for collective endeavour. The COS is responsible for ensuring interoperability is achieved. Practical measures range from real life support provision, meeting Information Exchange Requirements, ICS support and information exchange permissions, through to harmonizing battle rhythms. In the latter case, the COS must consider how to best synchronize the Divisional Battle Rhythm with those of the CJIM ‘parent’ organizations and other actors in the JOA.

COMMAND BOARD		COMMAND GROUP		DECISION SUPPORT CELL	
Plugs	Core staff	Plugs	Core staff	Plugs	Core staff
DCOM JF (OF5/6)	Assistant chaplain	POLAD*	GOC	Liaison officers*	SO1
DCOM Engrs (OF5)	General	MA to GOC (IA)*	Deputy	Provost marshal	OPLAW
DCOM ICS (OF5)		XO to COS (IA)*	Commander	Detention authority*	SO2 IS
DCOM UNDERSTAND (OF5)			COS	Visits cell*	iHUB
DCOM SAG			ACOS Sustain	CULAD / Host-nation advisor*	
PAG Reprs (as req)*			Comd SM	Red team*	
			ADC and driver	Interagency 'plugs'*	
				Prism team*	

\* = partners across government (PAG) and/or civilian posts  
▪ = individual augmentees (IA)

ADC	aide de camp	MA	military advisor
ACOS	assistant chief of staff	OF5	officer grade 5
Comd SM	command sergeant major	OF6	officer grade 6
COS	chief of staff	OPLAW	operational law
CULAD	cultural advisor	POLAD	political advisor
DCOM	deputy commander	Reps	representative
GOC	general officer commanding	req	required
ICS	information communications systems	SAG	security assistance group
iHUB	information hub	SO1	staff officer 1
IS	information superiority	SO2	staff officer 2
JF	joint fires	XO	executive officer

**Figure 4-3. Command**

**THE STAFF**

4-42. The manning requirement for the Division will vary dependent on Operational scenario and mission. Prior to deployment and following the issue of the Activation Order by ADOC, the Divisional HQ will conduct a Comd Sp estimate. This requirement will be passed to ADOC, who, through their chain, will form and endorse an OET for the mission which will be manned through three sources:

- Socket Posts. The Socket posts will be force generated from Core 3 (UK) Divisional staff.
- Plug posts. Scalable groupings of functional expertise that provide the divisional HQ key competencies and capacity. Plugs are modular and can be configured according to operational

need. The majority of plugs are provided and assured by Force Troops. Other illustrative providers are Jt GBAD and LEAPP.

- IAs. Individual reinforcements which may augment plugs are to be integrated directly into the HQ. IAs are drawn from Land, other environments, other government agencies and other nations who will be trawled through ADOC.

## **ADMINISTRATIVE SUPPORT**

4-43. Administrative support to the deployed 2 star HQ consists of military clerical staff rank ranged from Major to private soldier, led by Commander SPS. The main functions they will carry out will include manning of the Information Hub and the Divisional Field Admin Office.

## **MULTINATIONAL AUGMENTATION**

4-44. The extent to which staff posts will be available in the Div HQ to be filled by Multinational (MN) augmentees will vary according to the nature and type of operation being conducted. In principle a wide range of options could be filled by MN partners, but in practice this could be limited to existing exchange posts.

## **INTEGRATING CELLS (MANOEUVRE)**

4-45. One of the most innovative changes in a functionally designed headquarters is the organization of the Integrating Cells - Current Ops (C Ops), Future Ops (F Ops) and Future Plans (F Plans) which sit within the Manoeuvre Function. This construct is designed to enable the Division to focus on the current battle, prepare for contingencies or near term plans and also conduct long-term planning simultaneously. The three integrating cells operate as 'pistons' in an engine with the functional cells representing various components of the motor without which the engine would fail. The addition of the F Ops cell is specifically designed to enable the staff to refine current operational plans, issue near term fragmentary orders (FRAGOs, etc) and prepare for contingencies while at the same time retaining the ability to conduct longer-term planning in the F Plans cell. Each cell maintains a unique battle rhythm to meet mission specific planning horizons but all are nested within the Divisional HQ battle rhythm.

## **C OPS**

4-46. C Ops is led by SO1 C Ops who is the senior SO1 in the headquarters and deputises for the COS. C Ops is responsible for managing the execution of the current battle and ensures the synchronization of efforts across the staff. Daily responsibilities include, but are not limited to, decision making, assessments, BM, briefings, maintaining situation reports, status of subordinate forces, receiving orders, messages, tasks and RFIs. C Ops must be able to control the conduct of Offensive, Defensive, Stabilizing and Enabling actions. It does this by integrating functional expertise from across the staff. Additionally, Current Ops cell maintains close coordination with F Ops and F Plans to ensure synchronization and coherence of concurrent planning efforts. To enable C Ops to perform its function, it has organic sections or can be augmented to manage: IA&O, Fires, airspace control, air, aviation and tactical UAV, engineer, geo, Special Forces, MEDEVAC, Liaison Officers and Civil Affairs. Some specific functions of C Ops are:

- Consequence Management
- Issue FRAGOs
- Route Planning and Real estate management
- Dynamic Targeting
- Dynamic BM

## **F OPS**

4-47. F Ops is led by SO1 F Ops. It conducts Refine and Synchronization as principal planning tasks. Its planning horizon will depend on the situation and may range from the short to medium timeframe. Core



outputs are refinement of contingency plans, as well as the production of any necessary branches and sequels. Importantly, F Ops is the link that maintains situational awareness of current operations and liaison with F Plans. The latter helps to ensure a smooth transition of planning products from F Plans to F Ops. Some specific functions of F Ops are:

- Core HQ synchronization function, influencing and coordinating supporting processes to core planning. This includes the provision of prioritized direction to enable ISTAR support to the Division. Synchronization of Jt Fires with IA&O and other CJIIM actors (PAGs, NGOs, etc) to achieve Joint Effects.
- Handover of plans to current operations for execution.
- Refine synchronized and resourced plans received from FPLANS, including refinement of ICP, DSO, DSM and synch matrix.
- Production of FRAGOs.
- Initiate and conduct new estimates for short to medium term planning cycle tasked by the commander or on receipt of higher formation orders.

## F PLANS

4-48. F Plans is led by SOI Plans and conducts long-term planning. It develops Operational Plans or Operational Orders (OpOs) that the staff formally pass to the F Ops or C Ops cells as required. Principal output is the OpO which is the highest level of operational staff work within which all other orders are framed and executed. It articulates the Comd's overarching intent for the operation, and may also include political and national policy direction. The OpO is enduring and only replaced/refined in response to significant changes to the operational conditions or national policy direction. Depending on the situation, F Plans could use the 6 step tactical estimate (used by default) or the 7 question combat estimate to produce the OpO. The core planning team draws on subject matter experts resident in the cell or from across the staff to develop a plan that is in accordance with the Comd's planning guidance and intent. Understanding the problem is a critical pre-requisite to the planning effort. Consequently, planning timelines are less prescriptive than those in F Ops and C Ops which are generally driven by a set battle rhythm. Key interdependencies for F Plans are:

- Clear direction from the higher command HQ. This includes any political, economic, social factors which all contribute to a better understanding of the situation and which will inform the planning effort and product.
- Support from functional cells SMEs that should be committed to the entire planning process as their main effort.
- Robust and reliable liaison with higher HQ to ensure alignment up the chain of command and to facilitate quick responses to RFIs.

INTEGRATING CELLS (MANOEUVRE)					
CURRENT OPERATIONS		FUTURE OPERATIONS		FUTURE PLANS	
CORE STAFF	PLUGS	CORE STAFF	PLUGS	CORE STAFF	PLUGS
SO1 C Ops SO2 OPLAW SO3 Battle Capt SO3 Battle Capt SO3 ISR Ops SO3 Arty Ops SO3 Engr Ops SO3 CSS Ops SO3 CSS Ops SO3 Mov Ops SO3 Avn Ops SO3 Med C Ops ISA	SO2 C Ops ▪ SO2 Wkpr SO2 BMRA SO3 IA&O SO3 Media Ops SO3 Med Int Ops Cell Fires Cell Tgts Cell AD Cell § BM/ASM Cell Air/Avn Cell Engr Ops Cell Force Recy & AM Med Evac MP Cell ISR Cell WO Net Ops LEAPP § Mov Ops C Ops ISO SO3 Protect LOP Mgr ▪ SO3 Pers F Ops ▪ I&U Wkprs	SO1 F Ops SO1 Interop SO2 F Ops SO2 F Ops SO2 F Ops SO2 CSS F Ops SO3 OPLAW SO3 F Ops SO3 Int F Ops F Ops ISA	SO2 Protect ▪ SO2 F Ops ▪ SO2 Air ‡ SO2 ISR ‡ SO2 Arty SO2 BM SO2 Avn SO2 ES SO2 Med SO2 Engr SO2 Log Ops SO2 ICS SO2 Met § SO3 MP SO3 ES SO3 Log Ops SO3 Engr SO3 AD/BM § SO3 IA&O SO3 Stab Sp SO3 F Ops ▪ SO3 IM ▪ SO3 Resources ▪	SO1 Plans SO2 Air (Air Cell) ‡ SO2 Plans A SO2 Plans B SO2 Plans C SO2 Avn Plans SO2 Engr Plans SO2 CSS Plans SO2 Int Plans SO2 AD Plans SO2 Med Plans SO2 MP Plans/ DPM SO2 BM Plans SO2 OPLAW SO2 ICS SO3 Plans A F Plans ISA	SO2 ISR SO2 Fires SO2 Log SO2 ES SO2 Avn AMPT SO2 PysOps Plans SO2 Stab Sp Plans SO2 IA&O SO2 Media Plans SO2 Pers Plans ▪ SO2 Protect Plans ▪ SO3 Cultural Spec SO3 Engr Log SO3 Engr Plans Engr Spec Cell (3) OA Cell SO3 Plans B ▪ MOE Cell ▪ SO3 IM ▪ ISA
§ = joint posts    ▪ = individual augmentees (IA)    ‡ = air posts					
AD	air defence	ICS	information communications systems	N	nights
AM	availability management	IM	information management	Net	network
AMPT	arm manoeuvre planning team	Int	intelligence	OA	operational analysis
Arty	artillery	Interop	interoperability	Ops	operations
ASM	air space management	ISA	information support advisor	OPLAW	operational law
Avn	aviation	ISO	information support officer	Pers	personnel
BM	battlespace management	ISR	intelligence, surveillance, and reconnaissance	Protect	protection
BMRA	brigade major royal artillery	LEAPP	land environment air picture provision	PysOps	psychological operations
C	current	Log	logistics	Recy	recovery
Capt	captain	LOP	local operation picture	SO1	staff officer 1 (lieutenant colonel)
CSS	combat service support	Med	medical	SO2	staff officer 2 (major)
DEG	divisional engineer group	Met	meteorological	SO3	staff officer 3 (captain)
DPM	divisional provost marshal	Mgr	manager	Sp	support
Engr	engineer	MOE	measures of effectiveness	Spec	specialist/specialism
ES	equipment support	Mov	movements	Stab	stabilisation
Evac	evacuation	MP	military police	Tgts	targets
F	future			Wkpr	watchkeeper
I&U	intelligence and understand			WO	warrant officer
IA&O	information activities and outreach				

Figure 4-4. The Integrating Cells

## FUNCTIONAL CELLS

4-49. The functional cells support the HQ effort through staff representation within the integrating cells; functional cells expertise is focused on the following tactical functions which will be discussed in more detail:

- Command (Already discussed in earlier sections)
- Intelligence and Understand
- Joint Fires (JF/Jt Fires)

- Protect
- Sustain

## INTELLIGENCE AND UNDERSTAND

4-50. The Intelligence and Understand (I&U) Cell is commanded by DCOM Understand and its activities are coordinated by SO1 ISR. It delivers Understanding as a combination of insight and foresight in order to support decision making, enable the delivery of effects, and protection. Intelligence and Understand are responsible for managing the Intelligence and ISTAR Cycles for the Division. I&U direction is received:

- From the GOC in the form of Intelligence Requirements (IRs) and Commander's Critical Information Requirements (CCIRs).
- From the staff and flanking, superior and subordinate formations in the form of Requests for Information (RFIs).
- By the staff anticipating future requirements.

4-51. The essential functions and outputs of the I&U Cell are:

- Direction.
  - The management of Intelligence Requirements Management.
  - Collection management using organic and external assets and Sources and Agencies (SANDA).
- Processing.
  - The processing of Information into Intelligence.
  - The fusion of Single Source Intelligence into All Source Intelligence.
- Dissemination.
  - Information management and dissemination of Intelligence.

4-52. EW and cyber capabilities are integrated under I&U with linkages to IA&O and Jt Fires. However, the employment of SPEC CAP at the tactical level is not straightforward, including significant lead times, strategic permissions, and operational security implications. Their employment is likely to be compartmentalized.

## JOINT FIRES

### JOINT FIRES (JF/JT FIRES)

4-53. Joint Fires staff synchronize, coordinate and resource Joint Fires in accordance with the GOC's intent. Commanded by the OF6 Deputy Commander Jt Fires (DCOM Jt Fires) and controlled by the SO1 Jt Fires & Targets, staff are fully embedded in the Integrating Cells to provide specialist and generalist input and advice during planning, refinement and execution. A Functional Cell, is established to enhance deepen specialist planning capability, focusing on the Divisional Deep operation, as well as to ensure coherence and correctly weighted effort for Jt Fires across Integrating cell boundaries, in accordance with the GOC's intent and priorities. Joint Fires activity is delivered via a full-spectrum targeting process in close coordination with IA&O, synchronized by the COS to ensure that kinetic and non-kinetic means are applied to complementary outcomes. Jt Fires and ISTAR planning and execution will be closely coordinated and aligned through collection prioritization, routinely through the Integrated Action Working Group (IAWG) and COS Synchronisation Working Gp, in order to resource Target Acquisition in support of the Deep Battle.

INTELLIGENCE AND UNDERSTAND		
CORE STAFF	PLUGS	
SO3 GEO	SO1 ISR	* = partners across government (PAG) and/or civilian posts § = joint posts ‡ = air posts
Geo Cell	SO2 ISR/COS	
ISA	SO2 Cultural Spec/HT	
SO2 CM ‡	SO2 Cyber §	
	SO3 Air Int ‡	
	SO2 MEDINT	
	JFIG LO	
	Div WO Int	
	SNCO Crim Int	
	Engr Int SNCO	
	PAG *	
	CS ASC	
	GS OISG	
	CM	
	HUMINT	
	DEWSI	
	DJFIC §	
	MPE	
	Geo	
	Met Analyst *	
	RFI Mgr	
		CM collections manager/management
		COS chief of staff
		Crim Int criminal intelligence
		CS ASC close support all source cell
		DEWSI divisional electronic warfare signals intelligence
		Div division
		DJFIC defence geospatial intelligence fusion centre
		Engr engineers
		GEO geospatial
		GS OISG general support operational intelligence support group
		HT human terrain
		HUMINT human intelligence
		Int intelligence
		ISA information support advisor
		ISR intelligence, surveillance, and reconnaissance
		JFIG joint force intelligence group
		LO liaison officer
		MEDINT medical intelligence
		Met meteorological
		Mgr manager
		MPE material personnel exploitation
		RFI request for information
		SNCO senior non-commissioned officer
		SO1 staff officer 1
		SO2 staff officer 2
		SO3 staff officer 3
		Spec specialist
		WO warrant officer

Figure 4-5. Intelligence and understand cell

4-54. Joint Fires embraces Joint and multi-national surface-to-surface fires (tubed, rocket and missile artillery, mortars and Naval Gunfire Support), surface-to-air fires (Ground Based Air Defence), air, aviation, and offensive Electronic Warfare (EW). A key component of Joint Fires is the role as enabler for effective Air Land Integration (ALI) with all elements in a given battlespace, regardless of the component from which they are generated, operating together to achieve a common aim. This synergy is not achieved by a separate staff process but is the result of effective application of the PREE process to includes all components that have FEs delivering effect within Land Component battlespace. Commanded by DCOM JF, apportioned Joint Fires capabilities will be allocated and controlled by the staff to resource the Close Battle and fight the Deep Battle. As a concept it is entirely coherent with Integrated Action - Fires, Information Activity, Outreach and Manoeuvre can only be successfully executed if the planning for all force elements is integrated from the outset. Battlespace Management (BM) is key to enabling the effective application of Joint Fires.

4-55. All Integrating Cells and the Functional Cell are resourced with BM staff. They are augmented by BM specialists drawn from Force Troops, and among them are BM application (ICC) specialists. They conduct the planning and execution of divisional airspace, terrain, and importantly spectrum management (including multi-agency/component liaison).

**TARGETING**

4-56. Targeting is a command-led, cross-HQ activity, informed by the Intelligence and Understand function, enabled by JF targeting SMEs within the Integrating and Functional Cells, and executed predominantly by the C Ops staff. Under oversight of DCOM JF, responsibility for target development lies with SO1 Joint Fires & Targets and draws heavily on the OISG including SF and specialist agency representatives. The process is

conducted as a full spectrum activity, coordinating kinetic and non-kinetic activity in order to achieve the Commander's intended effects in both the physical and cognitive domains.

4-57. The Targeting process coordinates Joint Fires and IA&O to deliver synchronized effects and outcomes. It is delivered through Targeting Executive Board (TEB), Target Development Working Groups (TDWGs), IAWG and Targets Approval Boards (TABs) which shape future planning and collection priorities, authorize engagements and information activities, and assess previous cycles. It is centered on the Decide, Detect, Deliver, Assess (D3A) process. Targeting remains command driven to ensure appropriate selection and prioritization of targets. Qualified Targeteers provide advice on Collateral Damage Estimation (CDE) in conjunction with LEGAD and POLAD to ensure compliance with the International LOAC and the theatre specific RoE.

### **THE DIVISIONAL DEEP OPERATION**

4-58. The Deep Operation seeks outcomes at long range typically 25 – 100km ahead of the manoeuvre formations and against targets beyond their reach, and/or over a protracted timescale. It probably encompasses the Counter-Fires battle. Such activity may proceed or be concurrent with close operations, and may set the conditions for the manoeuvre formations or prove decisive in itself. It utilises General Support artillery and assets, notably Air and Avn, that are allocated for finite timescales with limited ammunition, often by echelons above division. The deep battlespace may be geographic or cognitive, bounded in space or time. Planning and execution are core business for the JF Functional Cell and Current Ops staff and are command led activities headed by DCOM JF as part of the GOC's overall operational design. Successful deep strike is dependent on timely and accurate target acquisition and development, themselves enabled by synchronized FIND and UNDERSTAND activity and a robust intelligence collection plan.

### **GBAD**

4-59. The Divisional Air Defence Cell (DADC) is provided by the RHQ/HQ Troop of the Close Air Defence Regt. Key staffs within the DADC are SO1 AD, SO2 AD, SO3 AD FOps and SO3 AD C Ops. They are supported by appropriately trained RA Officers, SNCOs and soldiers sufficient to maintain 24 hr manning or as required. The DADC augmentees plug into the permanently established SO2 AD socket within the Div HQ and break down into elements to support C Ops, F Ops and F Plans. The Air Component Commander's Air Defence Commander coordinates Air and Missile Defence activity within the Joint Task Force, including FW aircraft, and airborne sensors: the DADC provides the Division's specialist Inter-Component Coordination. It also provides warning of enemy air and missile activity.

### **AIR & AVN**

4-60. DCOM JF integrates Air and Aviation capabilities into the Land environment in support of the GOC's plan. Divisional staff must understand relevant ISTAR and Strike capabilities, and ensure that they are exploited from the earliest stage of the planning process. Divisional air and aviation planners are included, by design, into the Integrating Cells and the JF Functional Cell. Dependent on context, the HQ may be augmented by additional Air and Aviation expertise, for example from the standing UK ASOC or the CAOC:

Joint Fires		
CORE STAFF	PLUGS	
SO1 Joint Fires/Targets	SO1 AD §	§ = joint posts
SO2 Targets	SO1 Avn	‡ = air posts
WO1 Targets	AMPT Cell	
	SO1 Air ‡	
	SO2 Artillery G4	AD air defence
	WO2 BM	AMPT air manoeuvre planning team
	SO3 Artillery	Avn aviation
	WO1 CIS	BM battlespace management
	JNCO Artillery Int	CIS communications information systems
	Artillery Clerk	G4 logistics/combat service support officer
		Int intelligence
		JNCO junior non-commissioned officer
		SO1 staff officer 1
		SO2 staff officer 2
		SO3 staff officer 3
		WO1 warrant officer 1
		WO2 warrant officer 2

Figure 4-6. Joint Fires Cell

## INFORMATION ACTIVITIES AND OUTREACH

4-61. At the Divisional level IA&O seeks to persuade, compel or coerce various target audiences to adopt or follow defined courses of action. These include domestic and allied audiences, as well as discrete groups in the Divisional AO, and must therefore be coherent within the Fmm and wider Theatre contexts in order to counter adversary propaganda and biased media coverage. Given the nature, scope, necessary resources, and timeframe required, it will be carried out within a coalition, joint, inter-agency, international and multinational (CJIIM) framework. IA&O may, therefore, capitalise on kinetic effects to deter and disrupt, as well as engage peacefully with the local population to demonstrate campaign legitimacy and gain / maintain support. The Staff function of the cell is to analyse, plan, integrate and assess Information Activity and Outreach to create the desired effects on the will, understanding and capabilities of adversaries, potential adversaries and approved audiences in support of mission objectives. Info Activities are actions designed to affect info and/or info systems, they can be performed by any actor and include protective measures. IA&O Staff are found in each of the Integrating Cells ensuring IA&O activities are considered at every stage of the operation. SO2 Military Deception and Spec Cap work to IA&O but due to the nature of the information and materiel they work with they sit in the OISG.

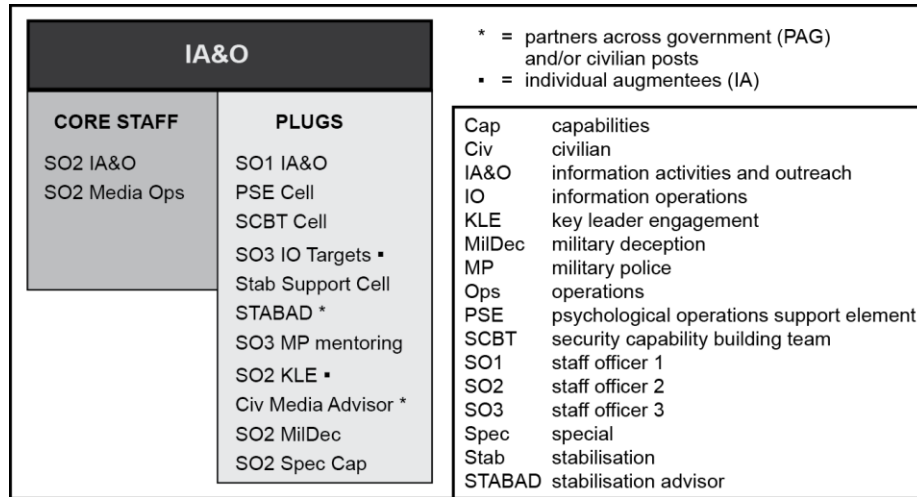


Figure 4-7. Information activities and outreach cell

## PROTECT

### PROTECT CELL

4-62. Protect is a general staff function led by SO1 Protect who heads the Protect Cell. SO1 Protect ensures the integration of the Protect function throughout all operational planning and conduct of operations. The Protect Cell consists of a core of three dedicated officers: SO1 Protect leads on planning activities and will work closely with F Plans. SO2 Protect deputizes for SO1 Protect, is the secretary of the Protect Working Group and maintains the Divisional Risk Register. SO2 Protect sits in the F Ops space to ensure that F Ops risks are articulated and mitigated. SO3 Protect sits in C Ops Cell and maintains situational awareness of the current battle. Protection is defined as: “the coordinated measures by which threats and hazards to the force are countered and mitigated in order to maintain an operating environment that enables the Commander the freedom to employ Joint Action.”<sup>7</sup> Commanders must deliberately plan and integrate the application of military force against an enemy or adversary, whilst protecting the force and preserving combat power. When properly integrated and synchronized, protection tasks and systems protect the force, enhance the preservation of combat power; they also increase the probability of mission success through ensuring that the commander has physical, political and reputational freedom of action. Effective protection denies the enemy their ability to exploit their capabilities, and ensures that the commander meets his moral and legal obligations to his command. The ability to protect and preserve the force and secure the area of operations is also vital in seizing, retaining, and exploiting the initiative.

4-63. UK doctrine considers protect as one of the five functions in combat. The conduct of Protection planning and execution, however, has traditionally been managed throughout the staff; this approach lacked integration and failed to deliver the priority that protection demanded. A Protect Cell with dedicated staff ensures that protection is considered throughout the headquarters and provides a socket to which other “protect related” teams can plug into. Protection manages threats (presented by the enemy) and hazards that are natural or man made. In addition, the contemporary operating environment demands that civilians, civilian infrastructure, and non-combatants are also provided with protection. The Protect Cell, therefore has wide ranging responsibilities throughout the division, driven by the type of operation. Protect Cell responsibilities reach across the spectrum of activities from Force Protection to CBRN to Force Health

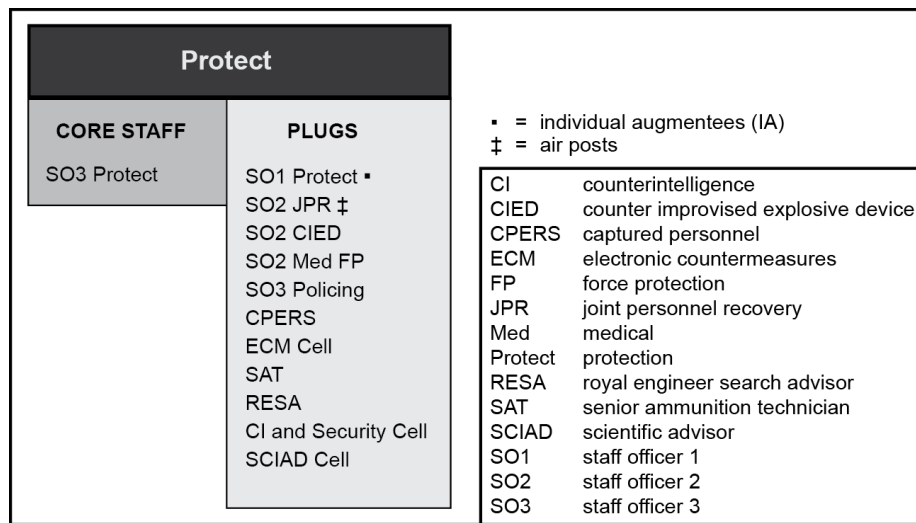
<sup>7</sup> JDP 3-64 Joint Force Protection.

Protection. It is the duty of the SO1 Protect to lead the staff effort to identify vulnerabilities and ensure the right disciplines are included in the planning process.

**TASKS**

4-64. The Protect Cell will meet daily to review the threats and hazards, assess the current mitigation measures and monitor and evaluate the following:

- Critical Assets List (CAL). The Protect Cell will monitor the CAL and make recommendations for additions and deletions to SO1 C Ops.
- Defended Assets List (DAL). The Protect Cell will monitor the DAL and make recommendations for additional or reduced defensive measures to the Comd or COS as required.
- CM Plans. The Protect Cell will review the current CM plans and identify future requirements.



**Figure 4-8. The Protect Cell**

**SUSTAIN**

**SUSTAIN**

4-65. The Sustain functional cell has been subdivided into two distinct areas; Pers Sp and Logistic Brigade

**PERS SP**

4-66. This is the delivery of Divisional G1 and commanded by Comd SPS who will report direct to the GOC via ACOS Sustain. Operational experience underpins the importance and demands of the G1 function. Comd SPS will provide advice and staff support to the GOC and serve as the primary G1 link to the UK based Comd ROG. When deployed, the in-theatre G1 function will be overseen by ACOS Sustain. Pers Sp covers, but is not restricted to: G1 policy, discipline, welfare, MS, Service Complaints, field administration, wartime accounting and the management of AGC(SPS) personnel. This functional areas sits within Sustain but is not commanded by the supporting Log Bde.

**MODULAR SUPPORT – RELATIONSHIP WITH SUSTAIN BDE**

4-67. 101 Log Bde is both a Force Preparation/Force Generating HQ; it is also a tactical and deployable HQ responsible for force and formation level sustainment planning, manoeuvre and execution. 101 Log Bde will deploy to cover routes 1 and 2 of an enduring operation, mirroring the Div HQ, or as an enabling HQ to



support an early intervention scenario. The relationship between 101 Log Bde and the Div requires careful consideration to ensure that roles and responsibilities of all CSS staff are clearly understood and that coherent support and guidance is provided to the GOC.

4-68. ACOS Sustain will remain the GOC's Principal Logistic Advisor. On deployment, the core Div staff<sup>8</sup> will be augmented by a sizeable logistic staff plug from 101 Log Bde, 104 Log Sp Bde and 2 Med Bde. During the operation 101 Log Bde may co-locate with the Div HQ or may be positioned on the lines of communication; in the latter case 101 Log Bde will ensure that a 101 Log Bde Rear is established to provide SME advice and guidance to Div PREE.

## 101 LOG BDE

4-69. Uniquely, 101 Log Bde will be an amalgam of deployed tactical HQ and a Div SUSTAIN functional cell. It will own assets and real-estate that traditionally sat outside the Divisional space. Key characteristics are:

- To operate as the Land Component Log Bde<sup>9</sup>. This assumption may not be valid in all circumstances. Pressure on force numbers could require 101 Log Bde to exercise Joint responsibilities and to command UK National enabling functions once deployed.
- Provide Formation and Force level Log, ES and Med Support. Where possible it will seek to resource the manoeuvre Bde with close support elements and leave the detailed execution at that level to the allocated CSS commanders in support of the manoeuvre Bde Comd's plan, except where higher priorities demand otherwise. While 101 Log Bde will have functional responsibilities (including CSS prioritization e.g. Mat and ES effort), the HQ's tactical focus will be on the C2 of assets operating behind the manoeuvre Bde's rear boundary.
- DSG or Div REAR HQ no longer exists; in their place 101 Log Bde HQ may co-locate with Div HQ, providing plugs into C Ops, F Ops and F Plans displayed in Fig 4-6. The greater the CSS scale of effort, the greater the pressure will be to separate the HQ to enable a focus on commanding tactical activity. This will demand substantial CIS Point(s) of Presence.
- BPT provide C2 of Divisional battlespace/ real estate, potentially including FP. The scope of this task requires further examination as it could entail plugs into 101 Log Bde G2 cell from the I&S Bde to include: ISTAR, Int Corps specialists, GEO, JE, G6 support and command of any FP FEs.
- Support any Divisional troops not allocated to the manoeuvre Bde. Further work is required to understand the level of support required by RA, RE and other units / organizations operating outside of the manoeuvre Bde AO.
- The existing construct of Support Groups (SG) remains appropriate until revised doctrine is available. One SG is assessed as the most likely, but the length of the Theatre LoC, a maximum of 450km, might dictate the need for splitting into Forward and Rear (FSG and RSG). Deployed Force-level units (TLR and FS Bn) may be allocated AOs for C2 of Bde FEs operating behind the manoeuvre Bde rear boundary<sup>10</sup>.
- 101 Log Bde will provide the vast majority of Divisional level CSS staff functionality into and outside C Ops, F Ops and F Plans. This implies:
  - An interface with the higher 3\* HQ's CSS staff, including the provision of LOs.
  - If the Comd deploys his tactical HQ, dislocating from Div MAIN, he will leave a 101 Log Bde Rear HQ with an element of SMEs to enable continued divisional planning.

<sup>8</sup> Defined as those CSS staff on the Div peacetime ORBAT.

<sup>9</sup> Defined as 'As a UK led MN division operating in an intervention operation within a NATO C2 context and subordinate to a NATO (or coalition) 3\* Corps HQ. The division will consist of 3 to 4 MN manoeuvre brigades, and one UK brigade, supported by a UK logistic brigade, conducting military activities from major combat ops to stabilisation, and fulfilling UK NCC responsibilities.' Project HORROCKS Master Assumptions and RFIs – Version One Dated 11 Dec 12.

<sup>10</sup> Ongoing work by both DLW staff and CD CSS will refine the doctrine in this area but the construct is broadly fit for purpose.

- An internal planning process that allows the issuing of CSS direction sufficiently ahead of the main operational plan to ensure resources can be in place. In effect 2\* and 1\* planning are likely to be conducted in parallel from the same inputs. In essence, one of the 101 Log Bde Planning Teams will work alongside FPlans in developing the 101 Log Bde Orders, which will feature as an Appendix to the CSSO, thereby reducing logistic drag on the manoeuvre Bdes.
- SO1 CSS will be single point of contact for all CSS CCIRs/RFIs to 101 Log Bde. This enables the flow of tasks and information to be strictly controlled and the appropriate SME tasked. This post will work very closely with COS 101 Log Bde to monitor the flow of CCIRs / RFIs to the Bde and manage responses accordingly. Furthermore, SO1 CSS will ensure continuity, when HQ 101 Log Bde deploys as a tactical HQ, working in conjunction with DCOM 101 Log Bde.

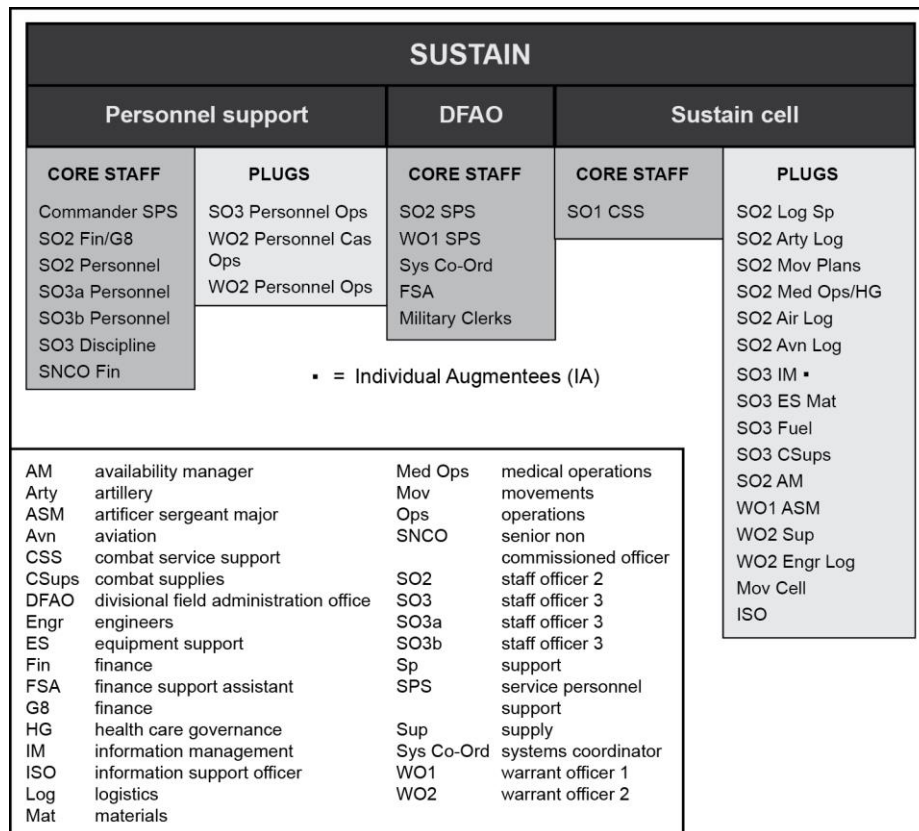


Figure 4-9. The Sustain Cell

## MILITARY ENGINEERING

### INTRODUCTION

4-70. Military Engineering supports all the Tactical Functions and comprises that engineer activity undertaken, regardless of component or service, to shape the physical operating environment. Military Engineering incorporates support to manoeuvre and to the entire force, including functions such as force protection, geospatial or geomatic support, Explosive Ordnance Disposal & Search (EOD&S), environmental protection and engineer intelligence. The enduring principles for employing Military Engineering in support of any force are centered on the need for a single point of Engineer advice, centralized co-ordination and

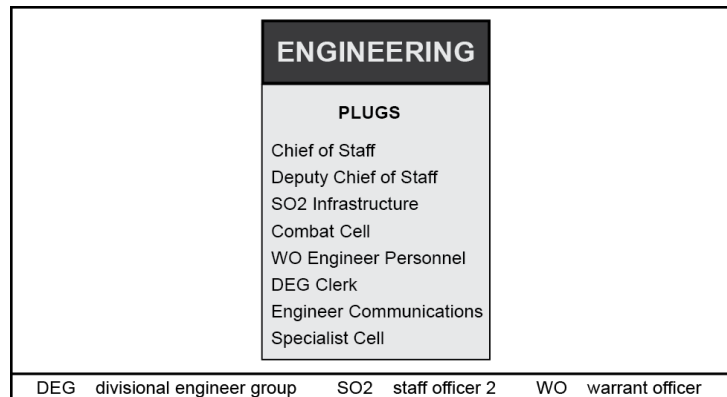
decentralized execution, the requirement to allocate priorities and the importance of early involvement in planning and reconnaissance activities.

**STRUCTURE OF DIVISIONAL ENGINEER GROUP (DEG) HQ**

4-71. The DEG Comd both commands the DEG and provides engineer support and advice to the GOC. The DEG HQ staff is fully integrated with the Plans, F Ops and C Ops cells and provide the requisite levels of staff support to the Division HQ by defining, controlling and coordinating engineer activities and effects. The DEG HQ is structured to ensure that the GOC is provided with a single point of engineer advice; that sufficient generalist engineer staff exist across the functions of the Divisional HQ; that there is sufficient GEOINT staff to sustain 24hr operations; and that there is a task organized specialist staff generated from across the Engr Bde (and the wider Military Engineering community) to ensure that all elements of Military Engineer capability are available to the GOC. While the number of generalist Military Engineer staff is a constant, the number and type of specialists required will be driven by the prevailing operational requirements.

**STAFF INTEGRATION**

4-72. Key to the CS Engr Gp HQ ‘plugging in’ to the Division HQ will be the permanent Engr core staff within the Division. These ‘sockets’ (based in the C Ops Cell, F Plans Cell and forming the core of the GEOINT Cell) will allow constant staff interaction between the Division HQ and the CS Engr Gp HQ in peace time, leading to early involvement in planning and reconnaissance and effective allocation of priorities. On deployment, these ‘sockets’ will receive and integrate additional Military Engineering staff into the Division HQ (‘plugs’), particularly the staff moving into the integrating cells of C Ops, F Ops and F Plans.



**Figure 4-10. The engineering cell**

**BATTLE RHYTHM**

**BATTLE RHYTHM – SYNCHRONIZATION**

4-73. The Battle Rhythm is the primary tool for the COS to achieve synchronization. It is a daily deliberate cycle of command, staff and unit activities established and governed by Standard Operating Instructions (SOIs) and as directed or modified by the COS. The COS owns the battle rhythm and the C Ops cell drives it forwards on his behalf. COS is the authority for changes, amendments or modifications as circumstances or the Commander dictate. It is his responsibility to ensure that the daily cycle of events are orchestrated to accommodate the higher command head quarter’s battle rhythm and functional cell work is integrated into the central core of integrating cell activity. Subordinate HQs are expected to synchronize their battle rhythm with that of the Divisional HQ. Key battle rhythm events are:

**GOC’s Update**

4-74. This event occurs twice daily and updates the GOC on the deep, close and rear significant events that have occurred and for the next 24 hours.

**GOC’s Evaluation Board**

4-75. Once the plan has been completed and the Effects required have been articulated, there is a requirement to review those effects over time and potentially reprioritise them and the corresponding Divisional activity in order to react dynamically to the changing battle picture. This is done once a day in the Evaluation Board which in turn feeds those priorities into the Integrated Action Working Group (IAWG) which conducts the detailed staff work required to validate a refreshed Divisional Synchronisation Matrix in the Synchronisation Board.

**COS Synchronization Board**

4-76. Chaired by COS this board reviews and directs planning work across the integrating and functional cells; it promulgates planning horizons for the integrating cells and allocates resources as required.

**Planning Event Horizons**

4-77. The GOC is the single most important participant in the planning effort. It is his guidance that initiates and sets the course of planning; his engagement throughout the process is critical to achieving his vision. The planning event horizon is the point in time commanders use to focus the organizations planning efforts. Planning horizons are situation dependent. And based on this, the COS may direct the reallocation of planners to ensure the staff meets the commander’s guidance within the time allotted.

**Orders Hand Over**

4-78. This is the process by which OpOs, and FRAGOs transition from F Plans to F Ops and onto C Ops. Effective handover is critical if plans are to be appropriately refined and understood prior to execution. The method of transition will vary dependent on operational context and time imperative. The emphasis should be on the ‘what’ versus the ‘how’ when considering handover techniques and procedures. Time available and content may also vary the amount and depth of information briefed at the event horizon. COS will oversee the transition of the plan throughout.

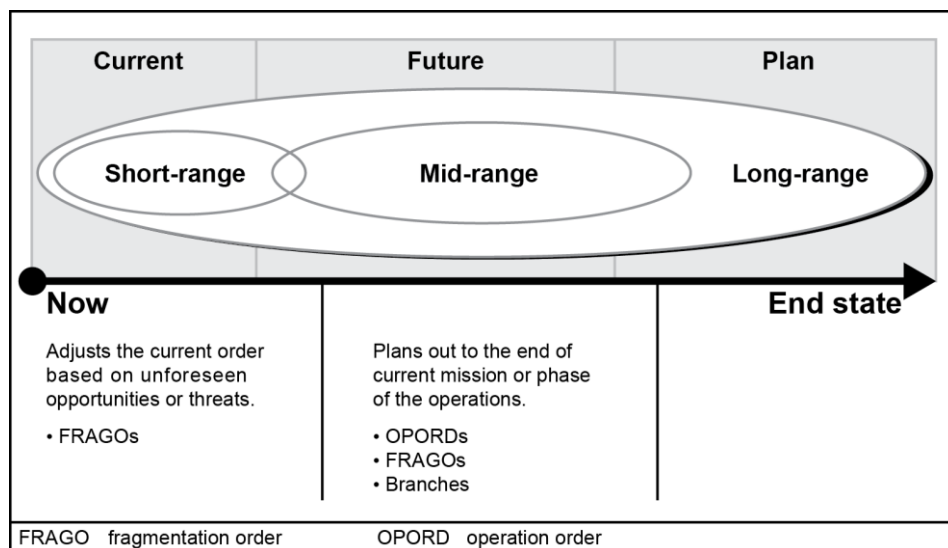


Figure 4-11. Planning Horizons

## COORDINATION CENTERS, WORKING GROUPS AND BRANCHES

4-79. The UK does not utilize the Coordination Center model as this activity is partly carried out via the integrating cell activity. Working groups are convened in accordance with the Battle Rhythm which is discussed in greater detail in section 3.

## COMMAND POSTS

4-80. To meet the C2 demands of an operation, the Div HQ will be configured as follows:

### DIVISION MAIN HEADQUARTERS

4-81. MAIN is the principal controlling HQ where all the staff functions of that HQ are coordinated and where command and control of all subordinate formations is exercised. The primary functions of MAIN are planning; the refinement of plans; and control. Execution is devolved where possible to subordinate formations, but key areas such as Joint Fires and Information, Time Sensitive Targeting and Battlespace Management are retained by the Divisional HQ. MAIN accommodates additional cells or 'plug-ins' dependent on the operation. It should be noted that many of these plug-ins have no forward or alternate capability and do not have the protection and mobility needed to manoeuvre in the forward battlespace. MAIN is not designed to be a manoeuvre HQ, but occupy buildings of opportunity and exploit its superior communications and ISR applications over greater distances. The location of MAIN will be dependant on the operational situation, such as proximity to deployed Brigades, the location of superior and flanking HQs, and interactions with host nation actors and other key interlocutors. MAIN's key constraint is its size; the HQ will take at least 5 days to establish and hence it is not a viable manoeuvre HQ. The Divisional Field Admin Office (DFAO) commanded by SO2 SPS Tech is collocated with MAIN; it provides Divisional level Pers Admin and Finance capability and Pers Admin support to HQ personnel.

### DIVISIONAL ADVANCE HEADQUARTERS

4-82. The Advanced Divisional HQ provides an agile 2\* C2 node at High Readiness, capable of advanced in-theatre presence to link into the Theatre HQ, shape the land operating environment through Information Activity and Outreach, generate tempo and set the conditions for the arrival of the remainder of the Division.

4-83. On activation the Divisional Advance HQ (R4) will fly forward into Theatre, led by the R-Gp (R2) and either establish as a JTFHQ working direct to PJHQ, or as a LCC working to the existing JTFHQ, alongside the MCC and ACC. The Advance HQ will commence shaping activity focused on information activities and outreach. It will exploit the planning and analytical capacity of the Main HQ through reachback to the UK capability through reach-in to UK national agencies. As the campaign matures the size and capacity of the Advance HQ can be increased through the deployment of additional HQ staff up to the deployment of the Main HQ. Advance HQ personnel and equipment will then form part of the Divisional Forward HQ with the R-Gp contributing to Divisional Tac.

### DIVISION FORWARD (FWD) HEADQUARTERS <sup>11</sup>

4-84. FWD has a reduced C2 functionality in comparison with MAIN but has a mobility and reduced footprint that more flexibly supports the Comd. FWD may operate under canvas, under armour, or from a building of opportunity. FWD is limited by size and staff capacity. FWD can be organised according to operational need but careful consideration is required to determine its composition, function, and sustainability. Examples of the use of FWD are:

<sup>11</sup> Whilst the doctrinal case and operational requirement for FWD HQ is well understood, the ICS support is currently unresourced.

- Early intervention HQ. This may be configured with a broad range of functionality including a limited planning capacity.
- Step-Up HQ that enables MAIN to move. This may be appropriate in circumstances where MAIN has become dislocated from the Divisional battle. For example, following a lengthy advance. FWD will be configured with sufficient functionality to take up the battle while MAIN moves.
- C2 node for a discrete operation. FWD will be configured according to the operational need.

**DIVISION TACTICAL (TAC) HEADQUARTERS**

4-85. TAC is a small manoeuvrable HQ (Comd, key advisers) with sufficient mobility, protection and communications to direct the battle for limited periods away from MAIN or FWD HQs. The structure will be dependent on the tactical situation and could be deployed by vehicle or command flight. The Tac HQ is designed to allow the GOC to move and influence the battle. It is not designed to replace FWD or Divisional MAIN and it cannot conduct detailed planning.

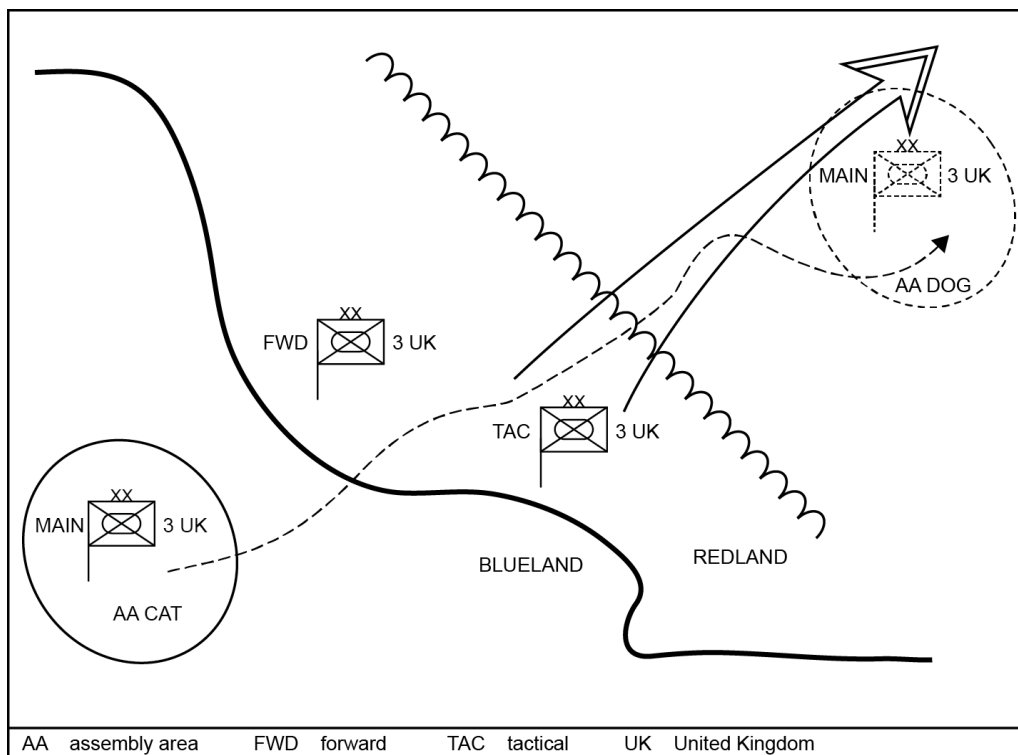


Figure 4-12. Deployed Div Main and FWD HQs

**SECTION III: HEADQUARTERS' PROCESSES:**

**PLANNING AND DECISION MAKING**

4-86. As previously stated in Section 1, the MDMP used by the US and other ABCA nations is very similar to the estimate process in use by the British Army. The main debate and difference concerns the role of the commander and at which point he contributes. In the US system, the staff (rather than the command group) conducts the Mission Analysis and advises the US commander prior to him issuing his initial commander's guidance.

## OVERVIEW

4-87. At the heart of any planning and execution process is the requirement to Plan, Review, Execute and Evaluate (PREE) an operation or tactical activity, having taken into account past experience and archived information. Some HQs have adapted PREE into a cyclical Assess-Plan-Refine-Execute (APRE) process.

## PLAN.

4-88. The UK has 3 formal procedures to assist a commander in his decision-making, namely the Operational Estimate (OE), the Tactical Estimate (TE), and the Combat Estimate (CE). It is important to state that the problem-solving tools and processes within each estimate are not exclusive to it. If pressed for time, the commander can circumvent any step, question or process to reach his decision.

### THE OE

4-89. The OE is a 6-step process carried out at the operational-level by the commander, and his staff to produce a Campaign Plan, usually at the JTFC level. The OE incorporates Campaign Planning Concepts (CPC) which supports the detail of the Campaign Plan. Further detail is available in JDP 5-00 Campaign Planning.

### THE TE

4-90. The TE, known as the '6-Step Estimate', can be used by divisional, brigade and BG HQs. It is designed for circumstances where military problems are complex and plans may be longer term and involve significant sequencing. The TE is suitable where there is an emphasis on detailed planning and understanding rather than high-tempo decision-making. The TE incorporates Tactical Planning Concepts (TPC) which have utility in framing longer term, more complex planning. They are similar to CPCs.

### THE CE

4-91. This is also referred to as the '7 Questions'. It can be used by divisional, brigade, BG, company and platoon HQs when the emphasis is on developing a plan quickly, usually in hours, for a tactical problem in which ground and enemy are pre-eminent objects. The CE is also able to support tactical decision-making for a range of tactical problems including combat.

## OTHER ESTIMATES

4-92. The majority of NATO nations use their own planning process. There is also a central NATO estimate process, but it is best suited to problems at the strategic and operational levels. Table 4-1 illustrates the relationship between the level of warfare and the choice of estimate that the UK and other allies use.

## REVIEW

4-93. As a result of further analysis, mission rehearsals or a changing situation, there may be a requirement to review or refine the original plan before mission execution. There are usually 3 options; do nothing, make minor changes and produce further orders, or conduct a new planning process and produce new orders. Once the plan has been reviewed, and before execution, all staff including watchkeepers, other staff branches in the HQ, Liaison Officers (LOs) at higher HQs and sub-units must be briefed.

## EXECUTION/BATTLE MANAGEMENT

4-94. Mission Execution begins when orders have been disseminated and refined as necessary before the operation begins.

**Table 4-1. UK and Allied Military Decision Making Processes**

<i>Process</i>	<i>Nationality</i>	<i>Use</i>
<b><i>Operational Level</i></b>		
Operational Estimate (OE)	UK	Operational (Campaign) Planning incorporating CJIM
Comprehensive Operations Planning Directive (COPD)	NATO	Complex operational level planning incorporating CJIM
Military Decision Making Process (MDMP)	US	Operational & Tactical planning process
Operational Planning Process (OPP)	FR	Land Component Command within CJIM context
<b><i>Tactical Level</i></b>		
Tactical Estimate (TE)	UK	Planning for complex tactical problems, e.g. brigade planning in the early stages of an intervention operation
Combat Estimate (CE)	UK	Planning for complex tactical problems, e.g. brigade planning in the early stages of an intervention operation
Military Decision Making Process (MDMP)	US	See above

**EVALUATE**

4-95. Evaluation considers the unfolding situation against that which was planned for and allows adjustments to be made in order to mitigate or exploit the identified change.

**REFINING/ASSESSMENT.**

4-96. The Divisional structure is predicated on PREE as explained in section 1 and therefore the process of refining the plan and conducting continual assessment is an integral part of the model which has already been described.

**EVALUATION (MOE/BDA)**

4-97. Measurement of Effect (MOE) is defined as ‘the assessment of the realization of specified effects.’ Measurement of effect considers what effects, intended and unintended, have been realized – did we do the right things? Drawing on various forms of measurement and perspectives, yet avoiding unnecessary proliferation and complexity, it is used to monitor and assess progress, and highlight setbacks. Measurement of effect is used, predominantly, to support current and imminent planning decisions. The effects review cycle may be required daily, but is more likely to be protracted, especially where desired effects are more disparate and subtle, such as influencing a group’s will. The assessment process is a continuous cycle with four steps:

- Activity – tasks (military, diplomatic, influence).
- Data Collection – recording and collecting.
- Analysis – data comparison.
- Decision – continue, abandon or replace an activity

4-98. The MOE cell consists of 1 x SO1 E2 & 1 SO2 E2 (both IAs) who are based in F Plans with a horizontal roaming remit within other Div HQ Cells. The assessment process is owned by FPlans and starts at the beginning of the estimate process. Operational and tactical planning concepts identified during the planning



should be measurable using assessment indicators. Therefore, in order to properly monitor the campaign or specific actions, assessment criteria and indicators should be included in every plan or order.

## TARGETING

4-99. Targeting is a command function that is central to the PREE process. It begins during preparation for the combat or tactical estimate and forms a continuum of activity thereafter. While PREE looks to the whole, the effects and outcomes to be achieved by Fires and Information Activities will be developed in detail using the targeting process. Targeting is therefore most usually concerned with shaping activity, although the prosecution of some targets will contribute to or be intended to achieve decisive effect.

## THE TARGETING PROCESS

4-100. Targeting is the process of selecting and prioritising targets and matching the appropriate response to them, taking into account operational requirements and capabilities. Targeting is a command led process, controlled by the COS, planned by Jt Fires staff both in the Integrating Cells of C Ops, F Ops and F Plans and in the Targets Support Cell (TSC), and executed by the C Ops staff and enabled by joint capabilities. The targeting process is the mechanism for coordinating and tasking Joint Fires and Information Activities and Outreach (IA&O) to achieve effects in the physical, virtual and cognitive domains. Informed by comprehensive understanding and clear command direction, the process allows the staff to Select and prioritise targets. DECIDE how they will be engaged (whether lethal or non-lethal). Coordinate appropriate STAR assets to FIND and TRACK targets, to coordinate the detailed engagement of those targets and to ASSESS the effectiveness of any action taken and exploit opportunities created. The targeting process is used across the continuum of operations. Targeting remains command driven to ensure appropriate selection and prioritisation of targets. It is delivered through Integrated Actions Working Gps (IAWGs), Target Development Working Groups (TDWGs) and Targets Approval Boards (TABs) which shape future planning and collection priorities, authorise engagements and information activities, and assess previous cycles. It is centred on the Decide, Detect, Deliver, Assess (D3A) process. Collection priorities will be articulated within the Intelligence Collection Plan (ICP). Qualified Targeteers provide advice on Collateral Damage Estimation (CDE) in conjunction with LEGAD and POLAD to ensure compliance with the International LOAC and the theatre specific RoE.

## RISK MANAGEMENT

4-101. Risk Management (RM) is complementary to planning and executing military operations. RM features in every stage of the planning process and seeks to identify and quantify expected risks and to pursue those that maximize the potential for military advantage, without prejudicing the overall military operation. RM is linked intrinsically to Consequence Management, (i.e. the actions taken once a risk has materialized).

4-102. Management of risk is an important responsibility of both the Commander and the staff (on behalf of the Commander). Whilst the owner of the Divisional Risk Register and other key Risk Management products is the Protection Cell (specifically the SO2 RM), all areas of the Divisional HQ will consider risk as complementary to the planning process and will feed their analysis into the Protection Cell. The Protect Working Group will be the Division's primary forum for capturing and monitoring risk, however this does not remove the requirement for risk to be monitored in all aspects of the planning and conduct of operations.

## PROCEDURE

4-103. Areas requiring specific processes and formats for RM in order to meet compliance and/or regulatory requirements are to follow their respective processes; however, the results of these processes are to be fed into core Divisional Risk Management framework. The following standards will be used within the Divisional HQ:

## RISK IDENTIFICATION

4-104. Risks will be identified during all stages of the planning process, however, the earlier the risks are identified (particularly during Course of Action Development and earlier), the easier they are to plan for and then manage. Risks will be classed as threats, hazards or opportunities and captured in a Risk Register.

## RISK ASSESSMENT

4-105. Risks will be assessed in terms of likelihood, impact and ownership in parallel with the planning process; especially during the development of Courses of Action. The Risk Matrix will be used as the standard for the assessment of risk with the results being captured in the Risk Register. Key risks are to be plotted on a Risk Impact Graph to focus the Commander and staff attention. The Protect Cell will brief the Risk Impact Graphs at the Commander's Update Briefs as required.

## PLAN FOR RISK—REDUCTION, MITIGATION AND EXPLOITATION

4-106. The Commander and staff will develop measures to reduce the risks by reducing the likelihood, mitigating unfavourable consequences and/or exploiting opportunities. The PWG is the primary focus for the identification of risk and early recommendations for risk management. SO1 Protect may convene specific CTWGs to focus on specific threats (such as C-IDF). CTWGs will act as an Operational Planning Team (OPT) and deliver risk management recommendations. Risks may be dealt with in several ways: **terminate**, **treat**, **tolerate**, **transfer** or **take**.<sup>12</sup> Actions taken to deal with a risk will require a reassessment of that risk and the residual risk is to be recorded in the Risk Register.

## MANAGE

4-107. Each risk is to be clearly articulated in operational staffwork (directives, plans and orders). It is essential that ownership, potential impacts, assessed likelihood, Indicators and Warnings, and any plans to reduce, mitigate and/or exploit them, are clearly understood by subordinates. These aspects are not to remain solely recorded in the Risk Register. The implications and impact of each risk is likely to vary through the course of the operation. Revisiting risk assessments and plans is an important ongoing remit. Additionally, the Commander should be encouraged to express his appetite for risk; this will enable subordinate formation Commander's to assess their risk.

## INFORMATION SUPERIORITY (IS)

4-108. Achieving Information Superiority will give the division a relative advantage in the information domain over an adversary. In broad terms this is achieved by getting the right information to the right people at the right time in the right format. All HQ staff have a part to play and must have, at the core of everything they do, a deep understanding of how they manage and exploit information within their functional area of expertise. The Division HQ must be configured both in barracks and in the field to manage and exploit information in the optimal manner, taking consideration of its need to exchange information with superior, subordinate and flanking formations. This will be predicated on best practice procedures that will be carried onto operations from well-established in barracks routine, dedicated IM staff, improved generalist staff IM and IX training and technology. IS can be broken into 3 distinct, but not discreet, areas:

- Information Management (IM). IM involves determining information needs, managing information flows and utilising the best service or application in line with the Electronic Working Practices.
- Information Assurance (IA). IA protects and defends information commensurate with the numerous threats by ensuring its availability, confidentiality, integrity and authentication. IA is vital to ensuring that a high degree of confidence is maintained. This includes the provision for the restoration and protection of information communication systems.

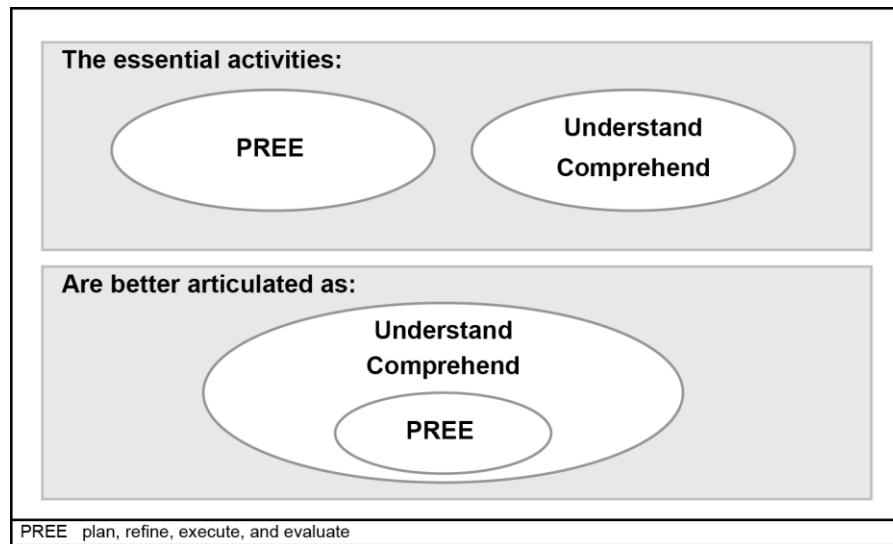
<sup>12</sup> Definitions for can be found in para 2H.1.6 of JDP 5-00 Campaign Planning (Reference D).

- Information Exploitation (IX). IX is the use of information to gain advantage and improve situational awareness to enable effective planning, decision-making and coordination of those activities required to realise influence effects. IX is a key part of the Understand function to which the entire HQ will contribute.

## UNDERSTAND

4-109. Delivering Understand is wider than just the provision of Intelligence; it is a contemporary term, borne of recent operational experience. This approach to Understand has its genesis from the enduring operations and the practicalities of delivering this function. It provides the requisite foresight to meet Div level planning timelines from the outset<sup>13</sup>. The ISTAR team is responsible for providing ‘Red, White, and Green’<sup>14</sup> Understanding across the physical, human and information environments. These three elements combine with the ‘Blue’<sup>15</sup> picture through the PREE process to create a holistic view of the past, current and future situation. Affiliated staff officers from the I&S Functional Cell represent this at the Integrating Cells WGs.

4-110. This functional design better integrates Intelligence (I) and Surveillance, Target Acquisition & Reconnaissance (STAR). The ISTAR activities (less those compartmentalized for security) are physically and conceptually placed inextricably with the PREE process; Understanding being the glue that binds together PREE with the Intelligence Cycle, STAR cycle and associated activities such as the Targeting Cycle. PREE is ‘nested’ within Understanding as indicated in the Fig 4-13:



**Figure 4-13. PREE and understanding**

4-111. The Fig 4-14 articulates this concept with the external linkages:

<sup>13</sup> Future Plans looking 5 days (plus) out.

<sup>14</sup> ‘Red’ referring to intelligence and info about adversaries, ‘White’ to the indigenous environment and ‘Green’ to indigenous allied Sy Forces.

<sup>15</sup> ‘Blue’ refers to Essential Elements of Friendly Force Info (EEFFI)

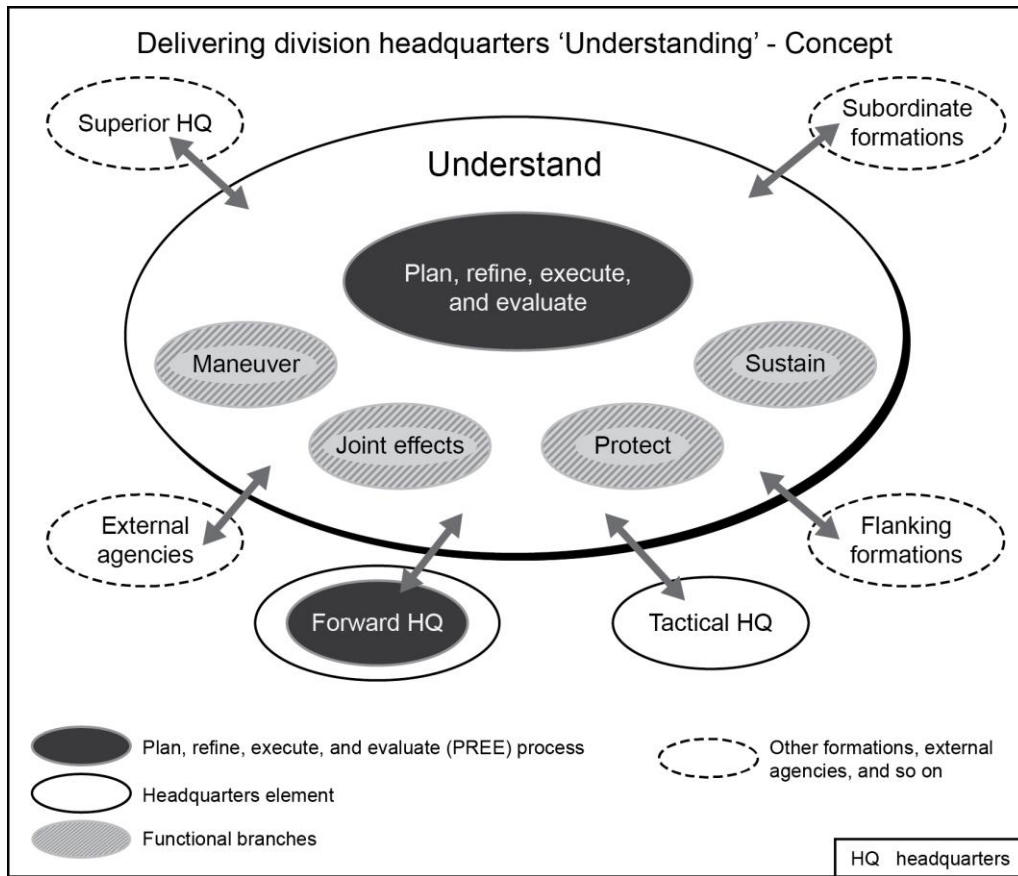


Figure 4-14. Understanding concept

### CENTRAL PROCESSING AND FUSION TEAM

4-112. The optimal method to provide 'I' & 'STAR' support to the HQ is by using a central I&S Functional Cell from the ISTAR team from which assigned SMEs will deploy to support specific areas, processes, and battle rhythm elements. This team may be echeloned at different locations and may utilise different reach-back mechanisms depending on the mission. The SMEs receive 'Direction' in the form of IRs/RFIs, brief these to the Functional Cell to be 'Collected' against, and then 'Disseminate' the required Intelligence back to the originator.

### BRIEFINGS.

4-113. Briefings will occur in accordance with the published Battle Rhythm (BR) for the HQ which is liable to be modified in accordance with both the specific operation being conducted and the GOC's own preferences. The current BR is shown at Annex B. As a minimum there will be:

- Shift Handover Briefs at 0630 and 1800 hrs
- Battle Update Briefings – C Ops updates take place every 4 hrs (0900, 1300, 1700 hrs etc).
- Commander's Update Briefings at 0700 and 1900 hrs
- Functional cells have separate Briefings through the day (see Annex B).

4-114. Annexes:

4-115. A. Table of Boards and Working Groups

## ANNEX A: TABLE OF BOARDS AND WORKING GROUPS

4-116. The latest version of UK Boards and Working Groups listed by CG (with the UK HORROCKS term in brackets) is as follows:

CG (UK terms shown in ( ))	UK
Command (Command)	<ul style="list-style-type: none"> <li>GOCs Update Brief (2 x Daily)</li> <li>GOCs Evaluate Board</li> <li>Jt Coordination Board</li> <li>GOCs Command Gp</li> <li>COS Synchronization Board</li> <li>Information Superiority Working Gp</li> <li>COS Co-Ord (2 x Daily)</li> </ul>
Sense (Intelligence & Understand)	<ul style="list-style-type: none"> <li>ISTAR Management Board</li> <li>Collection Plan WG</li> <li>DCOM Understand Update</li> <li>Target Development WG</li> </ul>
Act (Manoeuvre)	<ul style="list-style-type: none"> <li>Plans Synchronisation WG</li> <li>Current Ops Internal Update (4 hourly)</li> <li>Plans Synchronisation</li> </ul>
Act - Fires Joint Fires Information Activity & Outreach	<ul style="list-style-type: none"> <li>Target Approvals Board</li> <li>Target Development Working Group</li> <li>Integrated Action Working Gp</li> <li>IA&amp;O Update</li> </ul>
Shield (Protect)	<ul style="list-style-type: none"> <li>Protect WG</li> <li>Counter Threat WG (ad hoc as required - eg C-IED/C-IDF)</li> </ul>
Sustain	<ul style="list-style-type: none"> <li>ACOS Sustain Conference Call</li> <li>Theatre Logistic Co-ord Board</li> </ul>

### SECTION IV: APPLICABLE NATIONAL MANUALS/ PUBLICATIONS/ STANDARDS (SERVICE, JOINT AND MULTINATIONAL)

#### JOINT DOCTRINE PUBLICATIONS (JDPS)

- JDP 0-01. *British defence doctrine.*
- JDP 0-01.1. *United Kingdom supplement to the NATO terminology database.*
- JDP 0-10. *British maritime doctrine.*
- JDP 0-30. *UK Air and Space doctrine.*
- JDP 01. Campaigning.
- JDP 02. *Operations in the UK: The defence contribution to resilience.*
- JDP 02. *Operations in the UK: Addendum: A guide for civil responders.*
- JDP 04. *Understanding.*
- JDP 1-05. *Personnel support for joint operations.*
- JDP 1-10. *Captured persons (CPERS).*
- JDP 2-00. *Understanding and intelligence support to joint operations.*
- JDP 3-00. *Campaign execution.*
- JDP 3-05. *Special forces operations.*
- JDP 3-24.1. *Use of helicopters in land operations (UK supplement to ATP-49).*

JDP 3-40. *Security and stabilisation. The military contribution.*  
JDP 3-40. *Security and stabilisation. The military contribution (A4 book layout).*  
*Guide to JDP 3-40. Security and stabilisation. The military contribution.*  
JDP 3-45.1. *Media operations.*  
JDP 3-46. *Legal support to joint operations.*  
JWP 3-50. *Peace support operations.*  
JDP 3-51. *Non-combatant evacuation operations.*  
JDP 3-52. *Disaster relief operations.*  
JWP 3-61.1. *Joint NBC defence.*  
JWP 3-61.1.1. *Joint manual of NBC defence.*  
JDP 3-62. *Combat identification.*  
JWP 3-63. *Joint air defence.*  
JWP 3-63.1. *Ground based air defence.*  
JWP 3-63.1.1. *Joint ground based air defence fighting book.*  
JDP 3-64. *Joint force protection.*  
JDP 3-64.1. *Force protection engineering.*  
JDP 3-65 (AJP 3-15(A)). *Countering improvised explosive devices.*  
JWP 3-66. *Joint personnel recovery.*  
JDP 3-70. *Battlespace management.*  
JDP 3-71. *Data link operations.*  
JWP 3-80. *Information operations.*  
JDP 3-80.1. *OPSEC, deception and PSYOPS.*  
JDP 3-90 (AJP 3.4.9). *Civil-military cooperation.*  
JDP 4-00. *Logistics for joint operations.*  
JWP 4-01 (and subordinates). *Logistic enablers for joint operations.*  
JDP 4-03. *Joint medical doctrine.*  
JTTP 4-05. *Operational infrastructure.*  
JDP 5-00. *Campaign planning.*  
JDP 6-00. *Communications and information systems support to joint operations.*

## **UK, NATO AND MULTINATIONAL GUIDANCE.**

Allied Command Operations Comprehensive Operations Planning Directive (COPD).  
Bi-SC Joint operational guidelines 13/01. Logistics.  
Combined Joint Expeditionary Force (CJEF) User guide.  
Multinational Interoperability Council (MIC) Coalition Building guide (CBG).  
Developing Joint doctrine handbook.

## **KEY UK PUBLICATIONS.**

ADP Operations – ADP AC 71940 DCDC Nov 10.  
Staff Officers Handbook AC 71038 Mar 13.  
All Arms Tactical Aide-Memoire AC 71770 DLW Aug 13.  
Project HORROCKS Draft SOIs Oct 2013.

**SECTION V: SUMMARY**

4-117. Following a decade of stability operations largely focused at the Brigade level, Defence has recognized the need to “re-set” the Divisional level of command for the UK Armed Forces. The key characteristics of this HQ are the following:

- Integrated and integrates, able to incorporate Combined, Joint, Interagency, Intergovernmental, and Multinational (CJIIM) elements and capabilities from the outset of planning.
- Air-Land by design.
- Able to understand comprehensively the environment and its function, exploiting IM/ IX best practice.
- Scalable and modular by design, offering a 2\* level of command with broad utility.
- Based on a cross functional staff model, utilizing three Integrating Cells (Future Plans, Future Ops, Current Ops) that deliver a continuous Plan-Refine-Execute-Evaluate (PREE) process.
- A plug and socket force generation configuration that realizes two divisional HQs within the liability constraints of A2020.

4-118. The complexity of modern operations dictates that manoeuvre is now multi-dimensional, with military forces seeking to gain advantage over an opponent in the cyber and information spaces, as well as the traditional dimensions of land (fire and movement) combined with air. This in turn requires the integration at a lower level of a greater range and complexity of capabilities, including Joint, inter-agency and multi-national, with many of these previously regarded as exclusively for use as operational and strategic level assets. Manoeuvre is conducted amongst people and the infrastructure that sustains them, thus making influencing perceptions the central factor in success. This indirect approach is a key element of the Manoeuvrist Approach.

4-119. It is an interesting contradiction of this environment that access to information needs to be delivered through as flat a structure as possible to make it available to all, whereas command and decision making need to be exercised through a robust hierarchy of command that limits the number of points of command to a manageable span in relation to tasks and resources. The second core tenet of the British Army’s approach to operations is Mission Command. And a key element of this philosophy highlights that command is a capability in its own right. Each level in the command hierarchy has a key role to play – but at no level is the distinction greater than between brigade and division, where not only is the function very different, so too is the relative experience, training and education, as well as accumulated wisdom of the commander and staff.

## Chapter 5

# Canadian Army Combined Joint Inter-Agency Task Force Headquarters

### SECTION I: NATIONAL INTRODUCTION:

5-1. The *Canada First Defence Strategy* (CFDS) articulates the Government of Canada (GOC) expectations of the Canadian Armed Forces (CAF) in terms of national, continental and global engagement. The CFDS recognizes that a credible command and control (C2) capability is essential to underpin operational success<sup>16</sup>. The CAF will provide a standing capability to generate, on short notice, an integrated, deployable, high readiness HQ able to integrate joint, interagency, multinational forces across the spectrum of conflict, both domestically and abroad. This HQ has been designated as 1st Canadian Division Headquarters (1st Cdn Div HQ). The Canadian Army (CA) is tasked to force generate this HQ.

5-2. The employment of the HQ and its assigned enablers is the responsibility of the Canadian Joint Operations Command (CJOC). CJOC assigned three possible missions to 1st Cdn Div HQ: execute full spectrum operations (FSO) in a new theatre for up to 12 months, conduct humanitarian relief operations (HUMRO) in a disaster area, and non-combatant evacuation operations (NEO) of Canadians abroad.

5-3. 1st Cdn Div HQ will embed augmentation staff officers as a Combined Joint Inter-Agency Task Force HQ (CJIATF HQ) from the Royal Canadian Navy (RCN), the Royal Canadian Air Force (RCAF), the Canadian Special Operations Command (CANSOFCOM), other government departments (OGD) and coalition partners. The initial rotation (Roto 0) of the national command element (NCE) is integral to the Headquarters. 1 Cdn Div HQ maintains standing affiliations with enablers that would be operationally assigned under command.

5-4. This chapter will address the role of 1st Cdn Div HQ when deployed as the CJIATF HQ, its C2 arrangements, its organization and its main processes. The organisations and scale of the HQ vary with the mission assigned. The C2 of the division takes in considerations the full spectrum of operations and is adjusted according to the caveats limiting the employment of the assigned troops. The Chief of Defence Staff (CDS) has assigned elements of the Canadian Armed Forces (CAF), the Royal Canadian Navy (RCN), the CA, the Royal Canadian Air Force (RCAF) as well as the Canadian Special Operations Forces Command (CANSOFCOM) to the HQ. The GOC will assign additional resources in order to achieve the desired effects.

5-5. The content of this chapter is largely based on the force employment concept (FEC) of 1st Cdn Div HQ, its operational plans and its standard operating procedures (SOP). As these documents are under continuous review, this chapter describes in broad terms how the HQ would be organized, operate and execute its mission. Understandably, each specific mission will result in specific guidance from the HQ staff.

## ROLE OF THE COMBINED JOINT INTER-AGENCY TASK FORCE HEADQUARTERS

5-6. The primary role of the Combined Joint Inter-Agency Task Force Headquarters is to provide a task-tailored, deployable joint headquarters at high readiness in order to achieve the national objectives at home and abroad. The HQ is expected to function at the tactical and operational levels, capable of acting as a

<sup>16</sup> 1st Canadian Division Headquarters Force Employment Concept (FEC), p.1.



subordinate formation to a higher land component command (LCC), or acting as an LCC. The HQ<sup>17</sup> shall be able to:

- Be prepared, with augmentation, to deploy a divisional-level (2 Stars) headquarters under NATO, coalition or national auspices to a designated theater of operations under initial entry conditions (Roto 0) for a duration of at least 9 months and up to one year.
- Concurrently, maintain the capability to conduct limited interventions, specifically HUMRO and NEO operations.
- Be prepared to provide effective C2 of all assigned forces above formation level for FSO in either a domestic or expeditionary environment.
- Be prepared to deploy a CJIA-enabled headquarters with the capability to seamlessly integrate allied, interagency and public enablers in either a domestic or expeditionary environment.
- Be prepared to provide national command authority over CAF elements within the theater of operations.
- On order, conduct the operational and tactical execution and planning support to the GOC Contingency Planning Assistance Teams (CPATs).
- Be prepared to execute these implied tasks:
  - Provide C2 to shape the battle space during the theater activation.
  - Provide a high readiness national Command element (NCE).
  - Augment a deployed NCE or limited intervention HQ in order to achieve a seamless transition to the CJATF HQ throughout the spectrum of operations.

5-7. The structure and processes of the HQ shall provide and integrate the following functions: command, sense, act, shield and sustain. Descriptions and responsibilities of each of these functions is contained in ABCA Standard 2092 – ABCA Framework Nation 2 Star HQ.

## **COMMAND AND CONTROL PHILOSOPHY**

5-8. CJOC as the force employer will determine the C2 construct between the various HQs and assigned forces in consultation with the supporting CAF environmental commands (RCN, CA, RCAF, or CANSOFCOM). 1st Cdn Div HQ provides the essential C2 functions for the assigned Canadian and coalition forces in an international context across the spectrum of conflict. It aims to integrate seamlessly the joint nature of the HQ as determined by the mission concept of operations. The HQ will remain flexible in adapting to a variety of C2 constructs as determined by CJOC in consultation with the supporting environmental commands in order to integrate the coalition partners. The contingency plans (CONPLAN) implement either the component command or the direct methods.

5-9. The component command method is the preferred option for most of the CONPLANs. The Commander (Comd) exercises authority through components comds assigned under operational command (OPCOM) or operational control (OPCON). The Comd will issue broad operational directives to each component comd who then translate the directives into detailed plans and orders. Each component has a separate HQ which can be co-located or in a different location but with a common information infrastructure.

5-10. The direct method is the alternate method used when size, complexity, and time span of an operation are limited. The Comd exercises command authority by issuing detailed orders directly to subordinate elements. Appropriate staff and control facilities are therefore required and the span of control that can effectively be managed depend largely upon the capacity of the staff and the facilities available. The Comd may delegate some of his authority to subordinate components commanders.

5-11. For coalition operations and to cater for various constraints imposed, a hybrid method might have to be employed where some components will be integrated within the HQ whereas others will operate as subordinate components reporting to the HQ.

<sup>17</sup> FEC, p4.

5-12. 1st Cdn Div HQ will be capable of adapting to a component, direct or hybrid command model as specified in the CONPLANS. These methods are reflected in the organisational charts of the Division found in a latter section of this document.

5-13. CJOC will normally establish the NCE in the theatre of operations to provide national C2 over CAF assets. The commander of the NCE will have the facilities and resources to accomplish this role. The Canadian national commander may be responsible for the coordination with other elements of the joint, interagency, multinational and public (JIMP) environment and their interplay with the multinational HQ. This will include the establishment of liaison with Canadian diplomatic representatives in the theatre of operations. The Canadian national commander is generally delegated operational command (OPCOM) over CAF participating in a multinational operation. The national commander may then transfer operational control (OPCON) of the force to the multinational force commander. The NCE will not normally have the capability to plan, organize and conduct major operations, which will generally be the responsibility of the multinational HQ. However, the NCE may be required to step-up to one capable of planning and conducting major activities, such as withdrawal operations, if required. The relationship between the NCE and the command of our forces allocated to multinational coalition formations will be dependent upon the situation. However, once forces are allocated to a coalition formation, the NCE should not presume to exercise minute-to-minute control of them.

## **DIVISION ORGANIZATION FOR OPERATIONS**

5-14. 1st Cdn Division Commander can use two methods or a combination of both to exercise C2 of the formation depending on the mission. In most instances, the Division Commander will exercise command through component commanders. In any case, the Commander retains C2 of the HQ, the divisional troops assigned to perform the mission as well as the JSR. The Commander will delegate to maritime, land, air or special operations components commanders the responsibility to conduct their assigned tasks. The NCE and the NSE retains authority over the CAF members. The other method is the direct command when the complexity, duration size of the operation is limited. In this method, the Commander assigns tasks directly to the division enablers.

5-15. The force structure of the division is described in details in the contingency plans. The main components are the core staff organized in continental staff system, mission tasked staff for limited interventions, core enablers grouped as divisional troops and mission tasked formations, units and enablers from other commands of the CAF or coalition partners.

## **COMPONENT COMMAND ORGANISATION**

5-16. The division will normally use this model to exercise command over the joint task force. Its obvious advantage is the synergy created by delegating to the various commanders their tasks and retaining oversight of their operations to ensure continuity of command. This method can address complex and long duration operations involving several partners. Divisional troops are either CAF or coalition partners.

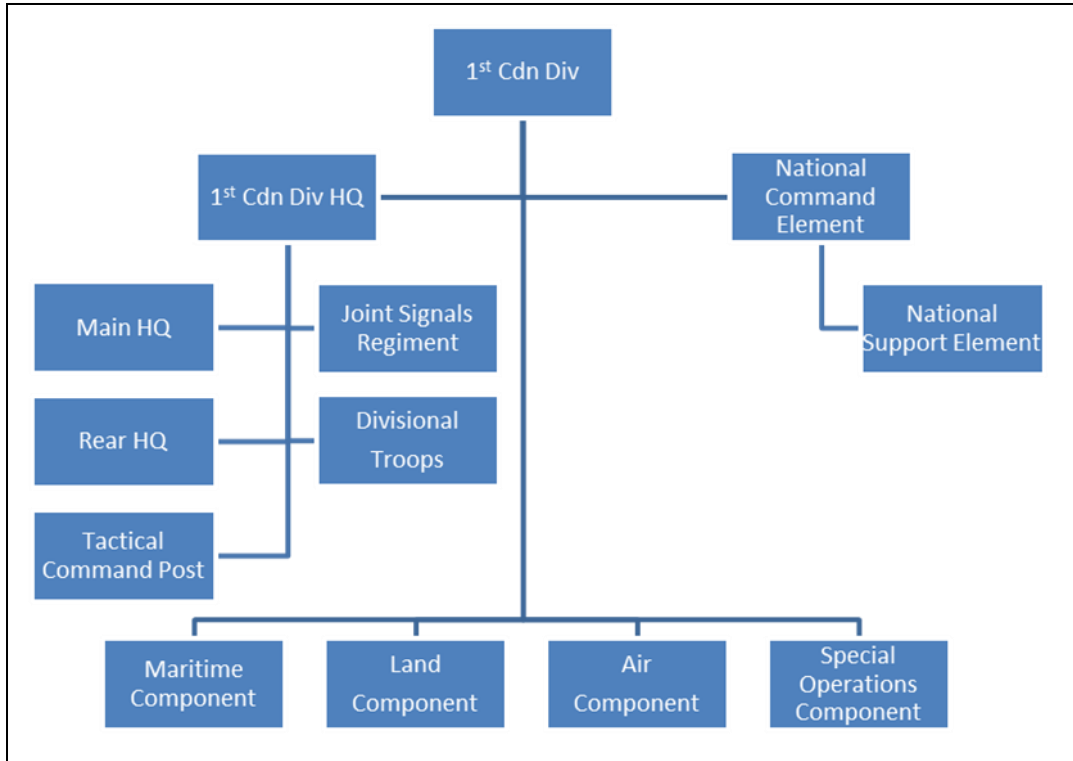


Figure 5-1. 1<sup>st</sup> Canadian Division organization

**DIRECT COMMAND ORGANISATION**

5-17. When the duration of the mission or its limited scope does not warrant the use of the component C2 method, the Commander may choose to retain direct command of the various components. However, this puts additional responsibilities on the Commander that might detract from his focus.

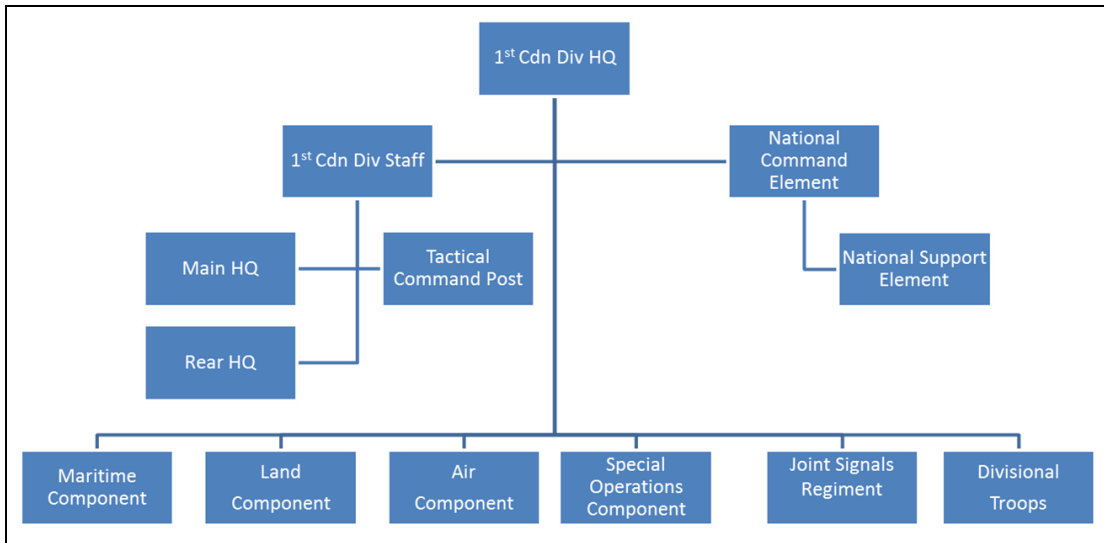


Figure 5-2. 1<sup>st</sup> Canadian Division headquarters organization

## DIVISIONAL TROOPS

5-18. 1st Cdn Div HQ relies on essential core enablers that are grouped under divisional troops and assigned OPCON for planning and training purposes. The divisional troops might be regrouped under a single component commander in order to streamline the C2 structure.

### 4TH GENERAL SUPPORT ROYAL CANADIAN ARTILLERY REGIMENT (4 GS REGT)

5-19. This artillery regiment provides divisional artillery support to 1st Cdn Div. The commanding officer for the regiment is the Director Divisional Artillery and the Division commander's artillery advisor. 4 GS Regt has a garrison affiliation for training with 1st Cdn Div HQ. This regiment generates and deploys, on order, the following coordination centers:

- Fire Support Coordination Centre
- Airspace Coordination Centre
- Surveillance and Target acquisition Coordination Centre

### 4 ENGINEER SUPPORT REGIMENT (4 ESR)

5-20. This engineer regiment provides divisional engineer capability to 1st Cdn Div. 4 ESR provides general engineering capability and theatre activation support. This regiment provides staff augmentation to Engineer Branch in 1st Cdn Div HQ. 4 ESR has a garrison affiliation for training with 1st Cdn Div HQ. This regiment generates and deploys, on order, the following coordination centers:

- Engineer Support Coordination Center (ESCC)
- Counter-Improvised Explosive Device Coordination Centre (C-IEDCC)

### 21 ELECTRONIC WARFARE REGIMENT (21 EW REGT)

5-21. This signals regiment provides a comprehensive range of electronic surveillance and attack capability to the Canadian Army contingent. Typically an EW Squadron is assigned to the Canadian high readiness Brigade. This regiment generates the following coordination center:

- Joint Electronic Warfare Coordination Centre (JEWCC)

### INFLUENCE ACTIVITY TASK FORCE

5-22. The Influence Activity Task Force (IATF) provides a comprehensive range of capabilities for the planning and coordination of information operations, civil-military cooperation (CIMIC), psychological operations, key leader engagement (KLE), human terrain analysis and may be assigned media operations responsibilities. The IATF will generate the following coordination centre:

- Influence Activity Coordination Centre (IACC)

## MISSION TASKED FORMATIONS, UNITS AND ENABLERS

5-23. These formations, units and enablers have a standing relationship with 1st Cdn Div HQ to achieve the appropriate capabilities for the air-land battle or littoral environments.

### JOINT SIGNALS REGIMENT (JSR)

5-24. The Joint Signals Regiment (JSR) is a CAF unit collocated with the HQ. This signals regiment provides the tactical and strategic communications support, life support, and transportation assets to meet 1st Cdn Div HQ requirements. The Joint Signals Regiment contributes to theatre activation and provides a comprehensive range of signals support to the headquarters. This regiment provides the infrastructure for the main and the forward command posts as well as the vehicles for the commands tactical command post. JSR has a garrison affiliation for training with 1st Cdn Div HQ.

5-25. The JSR provides all manner of life support (medical, logistics) less security to 1st Cdn Div Headquarters. It provides close signal support to the Joint Task Force Commander and his staff with a rapidly deployable headquarters, communications information system and 1st line combat service support capabilities. Combat service support includes but is not limited to: supply services, accommodations, power generation and distribution, feeding, transport, maintenance (vehicle, weapons, communications and CIS), medical (UMS) and personnel administrative support (including chaplain services). It also provides access control to the HQ while security is provided from an assigned unit which maybe Canadian or from a Troop Contributing Nation and is typically a Company sized infantry unit.

### **JOINT INTELLIGENCE FUSION CENTRE (JIFC)**

5-26. The JIFC is integral to 1st Cdn Div HQ. The Canadian Army Intelligence Regiment (CAIR) is responsible to force generate the JFIC and to detach it to 1st Cdn Div HQ. The Div G2 then integrates the JFIC in the Div Joint All Sources Intelligence Center (JASIC).

### **ENVIRONMENTAL/COMPONENT COMMANDS**

5-27. Regardless of the joint manning and nature of 1st Cdn Div HQ, the most current planning expertise resides within the respective environments. The nature of the mission will determine the force generator for supporting environmental command .

- The RCN maintains fixed Maritime Component Command (MCC) construct on both the Atlantic and Pacific coasts. They have the capability to deploy a Maritime Coordination Element (MCE) or a Maritime Liaison Officer (MLO) to provide the naval expertise and maritime situational awareness based on the mission parameters.
- The CA can generate the LCC and one brigade size formation for the division.
- The RCAF maintains centralized C2 of its assets through the Air Component Commander (ACC). Based on mission parameters, it will deploy the ACC or an air component coordination element (ACCE).
- CANSOFCOM will deploy a scalable special operations liaison element (SOLE) that will likely be integrated with the coalition special operations component.
- The Canadian Forces Joint Support Group (JSG) will provide operational support to deployed forces. In conjunction with the integral resources of the various formations, units and enablers, the JSG will provide logistics, contracting support, personnel welfare, rear link information networks, general support engineering, military police and law enforcement as well as health support services. The JSG will be integrated with the NSE.

### **NATIONAL COMMAND AND SUPPORT ELEMENTS**

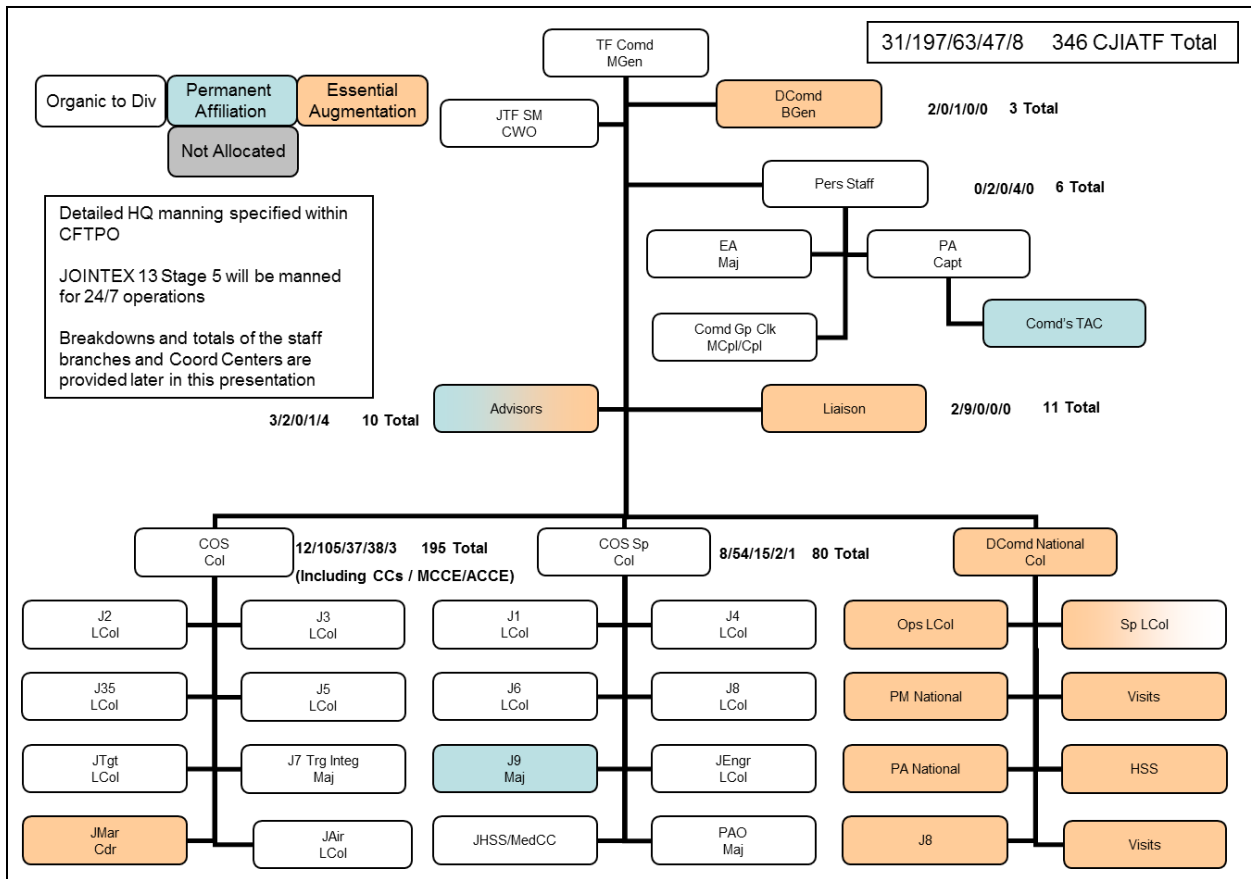
5-28. The CAF is responsible to force generate the national command element (NCE) as well as the national Support Element (NSE). These two elements are essential to implement the national C2 and sustainment of the force deployed.

5-29. The NCE initially relies on a small 1st Cdn Div HQ core staff for its initial capability but CJOC quickly force generates it in order to assume its role for the TF. The Commander of 1st Cdn Div HQ is the designated Canadian National Commander (CNC), and the Commander of the National Command Element is the Division Deputy Commander. The National Commander is the holder of the Canadian operational caveats. The NCE will not normally have a role in the operation from a national or an alliance/coalition perspective, but will have administrative control and would be responsible for such matters as discipline and administrative support to Canadian personnel or TF.

5-30. The NSE provides logistics and sustainment that reaches back to Canada. The NSE is the composite combat service support organization that provides sustainment for the Canadian elements. It is organized along functional lines and includes maintenance, supply, and transport companies. Internal command and control is exercised in the same manner as any combat or combat support unit. Control and coordination of the NSE resources is executed through the joint logistics operations centre (JLOC).

**SECTION II: HEADQUARTERS ORGANIZATION**

5-31. 1st Cdn Div HQ has a core of permanent staff officers and must fill several positions with augmentees in order to execute its missions. The HQ is grouped in four groups: the command group, the operations group under the COS, the support group under the COS Sp and the NCE commanded by the Div Deputy Commander. The Deputy Commander, some advisors and the liaison staff have a permanent affiliation or are assigned from external services. Initially, the NCE is established from the core staff of the HQ but quickly replaced by elements from the CAF.



**Figure 5-3. Branches and cells of 1st Canadian Division headquarters**

**TYPES OF STAFF OFFICERS.**

5-32. The staff is comprised of five main categories of staff appointments: personal, general, specialists, advisors and liaison.

**PERSONAL STAFF**

5-33. The Personal Staff includes those staff members who work under the direct control of the commander rather than the COS. Members may include executive assistants (EAs), personal assistants (PAs), aides-de-camp (ADCs) and the formation or unit Sergeant Major. The commander may also include selected special staff in this group if direct control or access is required or desired. Examples might include the public affairs, political, medical or legal specialists. When fulfilling their duties as special staff, these additional members would normally work through the COS or under a designated Coordinating Staff Officer.

**GENERAL STAFF GROUP**

5-34. This group assists the commander with the planning, preparation, execution and assessment of operations and training. It coordinates the combat support, combat service support (CSS) and liaison required to accomplish the mission. Coordinating staff officers are appointed without regard to their military occupations, although some positions may be annotated as more suitable for officers with particular training, arm or service experience. They are organized in branches described later in this document. The principal staff officer in each branch is responsive to the COS and may be required to supervise one or more specialist staff functions.

**SPECIALIST STAFF GROUP**

5-35. Specialist staff would normally be appointed to the HQ by national authorities on deployment. They are not normally part of the HQ establishment. The specialist staff provides the commander and coordinating staff with advice and assistance in specific professional or technical areas. These officers hold designated appointments by virtue of their expertise in subjects such as medicine, law, religion or public information. Although they may be grouped with specific branches of the coordinating staff for administration, they are directly accountable to the COS. Specialist staff are equally responsive to any member of the headquarters who requires their advice or assistance. Their staff responsibility is normally limited to their area of professional expertise. The commander may allow direct access by specialist staff depending on the mission and personal preference.

**ADVISORS STAFF**

5-36. Advisors have the dual task of commanding their troops and providing advice and assistance to the commander and staff. As a result, they are normally represented within the combined arms HQ through a dedicated liaison detachment or among others. Senior tactical advisors may assume particular staff appointments as directed by the supporting commander. These appointments are normally necessary only in the presence of multiple functional units and the absence of a dedicated staff officer. These appointments may include:

- Naval
- Air
- SOF
- Joint Fires and Influence
- Engineer
- Legal
- Policy
- Political
- Strategic communications and public affairs
- Provost Marshal—commander of senior supporting Military Police unit;
- Force Surgeon—commander of senior supporting medical unit; and
- Force Engineer—commander of senior supporting engineer unit.

**LIAISON OFFICERS**

5-37. Liaison officers are detached to the coalition formations as well as integrated from partner formation in the HQ.

**FUNCTIONAL CELLS/BRANCHES**

5-38. The HQ is normally deployed in three functional cells: the main HQ, the rear HQ and the tactical HQ. The chief of staff for Operations (COS Ops) oversees the operations of the main HQ. The main HQ is composed of the Joint Operating Centre (JOC), Joint Planning Centre (JPC) and the Joint All Source Intelligence Centre (JASIC). The tactical HQ for the command group has space allocated in the main HQ.

The COS for support (COS Sp) oversees the operations of the rear HQ. The rear HQ is composed of the Joint Logistics Centre (JLC) and includes the movement control centre (MCC) as well as the rear area security (RAS) planning cell. The mobile Tactical HQ allows the Comd and selected advisors to exercise command anywhere in the area of operations.

5-39. The scheme of manoeuvre of the HQ will depend on the mission and the C2 construct. Generally the deployment of the HQ will be sequentially. Elements of all three cells will deploy initially as the advance HQ in order to conform with the stages of the operation. Upon initiation of an operation, the HQ will dispatch the tactical reconnaissance team that will assess the situation in the anticipated area of operations and identify potential locations of the HQ. The next stage involves the deployment of the advance HQ. It will deploy with initial operational capabilities drawn from the various cells. It will coordinate the arrival of the force during the deployment stage. Meanwhile, the remainder of the HQ will form the main body and arrive in incremental chunks. As the staff arrives and the capacity of the JSR increases in theater, the HQ will align its employment stature to its structure of main, rear and tactical HQs. The objective is to have the complete HQ at full operational capability (FOC) prior to the employment phase of the force. As the execution of the mission progresses, the HQ will reach maturity and its scale may be adjusted to cater to the tempo and mission parameters. Normally, it will be organized in the main, rear and tactical HQs. FOC should be no later than D+104<sup>18</sup>. The HQ is deployable but not very mobile, except for the tactical HQ.

5-40. If the HQ must be moved in theater, two methods exist: the alternate and the step up. The alternate method relies on the designation of an alternate HQ to assume the duties and responsibilities of the HQ while it transitions from one location to the other. The step up method uses internal resources to deploy a small element in the new location and gradually increase its capacity until the transition is complete to the new location.

5-41. The COS is responsible for the integration of the HQ organization, its procedures and CIS networks to enable the C2 of the formation.

## **MAIN HEADQUARTERS**

5-42. The main HQ, under the responsibility of the COS Ops, is organized around the Joint Operations Centre (JOC). It provides the workspace for the staff, advisors and liaison officers that are planning and conducting operations. It is composed of the JOC, the Joint All Source Intelligence Centre (JASIC). The Joint Planning Centre (JPC) as well as several enablers. It also provides space for the command group and an area for the tactical HQ when not deployed.

5-43. The COS is the principal integrator of the staff's actions. The commander delegates supervision of the staff to the chief of staff. All principal staff officers report to the chief of staff. The chief of staff directs, supervises, and trains the staff. The chief of staff ensures disciplined input to the commanding general. The chief of staff is a key advisor to the commanding general, transmitting and sharing information and insights. The chief of staff directly supervises the operations group branch chiefs, the principal coordinating staff officers, and those advisors that are not placed under the staff supervision of a primary branch staff officer. The chief of staff normally remains at the main HQ.

## **COMMAND GROUP**

5-44. The command group is composed of the Comd, his deputy, the Task Force Sergeant-Major, the Comd's personal staff, and the tactical HQ team. The COS, JAG and some advisors have dedicated workspace in this area of the JOC.

## **COMMANDER'S TACTICAL CP**

5-45. The commander's tactical command post provides a capability for the commander to maintain situational awareness and effectively command while on the move anywhere within the area of operations.

<sup>18</sup> FEC, p.7.



It effectively untethers the commander, or the deputy commander from the limitations of a fixed command post, allowing them to maintain overall situational awareness while seeing conditions on the ground firsthand and exercising leadership at critical points and times. The commander's tactical command post has organic ground tactical vehicles equipped with command and control systems. It normally moves with a small security force based on the threat. The commander's tactical command post does not have an assigned staff; the commander selects members from the main command post based on the situation. It is based on a LAV command variant.

## **JOINT OPERATIONS CENTRE (JOC)**

5-46. The JOC, under the direct responsibility of the J3, must be capable of sustaining continuous operations in the most demanding of operational environments. The JOC is the hub for current operations. A number of coordination centres operate within the JOC or are located in close proximity in order to disseminate the information efficiently. The JOC maintains an accurate picture of the current plan execution and manages the current plan for the commander including monitoring decision points and submitting reports and returns for the measurement of effectiveness. The JOC integrates manoeuvre, fire support and influence activities to achieve the mission. It includes the following coordination centres:

- ESCC
- C-IEDCC
- FSCC
- STACC
- ISTARCC
- ASCC
- ASOC
- BCD (Air)
- EWCC
- IACC
- MPSCC

5-47. Furthermore, depending on the configuration of the mission, the maritime, air and land component commanders could also be co-located within the JOC.

- Maritime Control Element (MCE)
- Land Component Command (LCC)
- Air Component Coordination Element (ACCE)
- Special Operations Command (SOCOM)
- Joint Health Services Support

## **JOINT PLANNING CENTRE (JPC)**

5-48. The Joint Planning Centre, under the responsibility of the J5, develops planning concepts and options for the Comd through a planning team and coordinates the general staff effort towards the next mission or task. The staff of the J5 (plans) and J35 (future plans) are co-located. The liaison officers have workspace dedicated to them within the JPC.

## **JOINT ALL SOURCE INFORMATION CENTER (JASIC)**

5-49. The JASIC, under the responsibility of the J2, supports the decision-making process with all-sources intelligence products. The JASIC staff monitors current operations, reports on activities and coordinate intelligence requirements. The staff is also responsible for disseminating intelligence within the HQ by continuously updating the IPB. 5-65. Furthermore, the JASIC provides 1st Cdn Div HQ with its intelligence fusion capability. The JASIC maintains national intelligence reach back capability. Several coordination centres report directly to the JASIC:

- EWCC

- ICAC

**REAR HEADQUARTERS**

5-50. The rear HQ, under the responsibility of the COS Sp, is organised around the Joint Logistics Centre (JLC). It provides the workspace for the staff, advisors and liaison officers that are planning and conducting the sustainment of the task force. It is composed of the JLC, the movement control centre (MCC) and the rear area security (RAS) planning cell. It is normally located where it can reach quickly the various sustainment enablers. The mains functions performed at the Rear HQ include:

- Management of personnel and administration
- Supply and material management
- Transportation and movement
- Maintenance
- Finance
- Facilities management
- Contracting
- Mortuary services

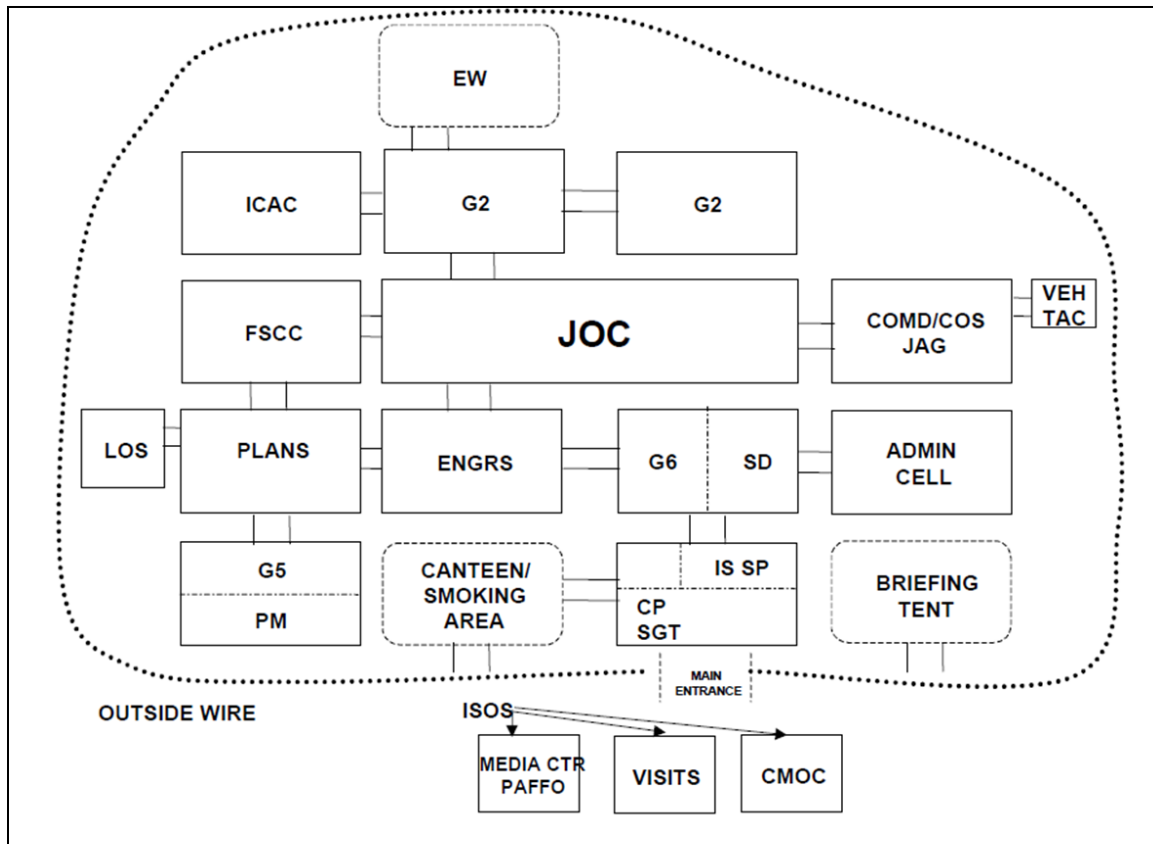


Figure 5-4. Typical configuration of main headquarters division /task force

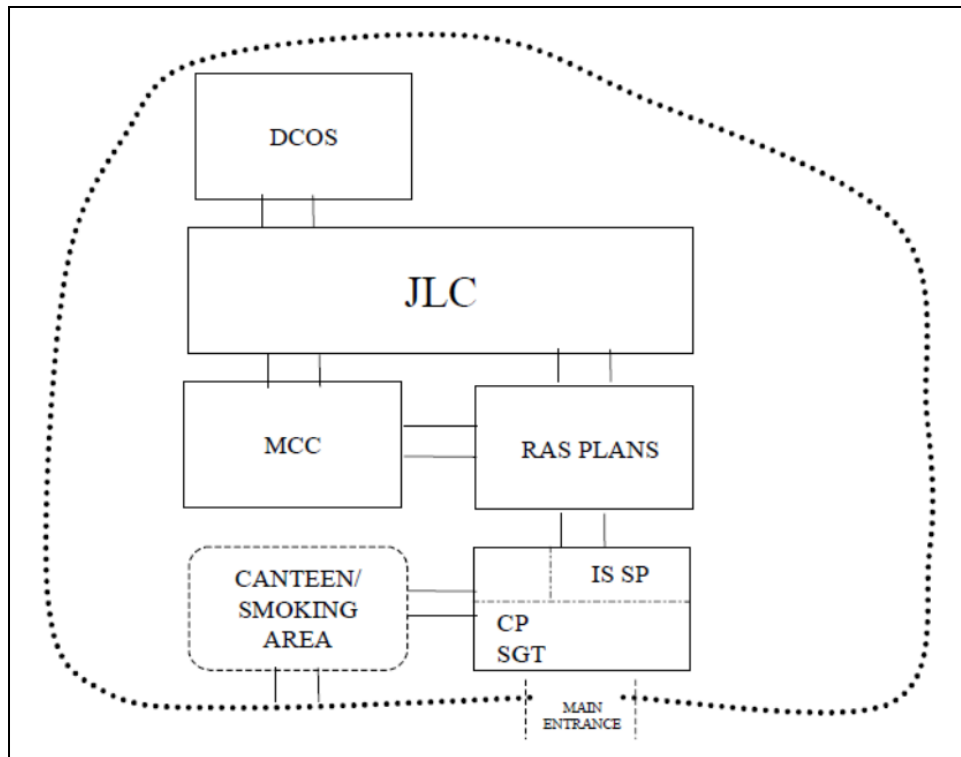


Figure 5-5. Typical configuration of rear headquarters 1st Canadian Division

## BOARDS, WORKING GROUPS, COORDINATION CENTERS

5-51. The headquarters regroups its staff in boards, working groups or coordination centers in order to perform specific tasks. See Annex A.

### BOARDS

5-52. Boards are formal meetings convened by the Comd. They include:

- Targeting board
- CIS Management Board

### WORKING GROUPS

5-53. Working groups (WGs) are recurring or ad hoc meetings that are formed to provide analysis to other battle rhythm events. They normally have a core group of staff officers and will seek input from advisors or specialists when analysing a particular problem. There are several standing WGs within 1st Cdn Div HQ:

- Targeting
- Logistics
- Force Protection
- Key leader engagement
- IM
- C-IED
- J6

- Public affairs
- Terrain management

### SYNCHRONIZATION MEETINGS

5-54. Synchronization meetings de-conflict activities across the formation. The operational tempo determines their frequency and membership:

- Daily Ops
- Intelligence Plans and Priorities
- ISTAR
- PSYOPS
- Future ops

## SECTION III: HEADQUARTERS PROCESSES

5-55. The CJIA TF HQ operates within a collaborative environment. This collaboration is enabled through information sharing within the HQ in order to support the Comd decision making process (DMP). The CA uses a four step DMP cycle: plan, prepare, execute and assess. Planning can be deliberate or rapid response when facing a crisis. The degree of preparation will vary from high readiness (HR) to a reconstitution status after completing a HR cycle. Once the planning and preparation are completed, the execution of the plan becomes the current situation that the JOC closely monitors. The current situation is continuously assessed and adjustment are communicated downwards in order to achieve the desired effect. Several processes are used to implement this cycle:

- Operational Planning Process (OPP)
- Battle Management (BM)
- Information Management (IM)
- Force Protection
- Sustainment

5-56. Within each of these processes, other procedures are nested and will be describe in borad terms in this chapter. The details of these processes are found in the HQ standard operating procedures (SOP) as well as in other CA manuals (TTPs).

## PLANNING AND DECISION MAKING

5-57. The planning of any operations is done at the JPC. The JPC looks at the long term plans (J5) as well as any future operations (J35) while monitoring the current situation.

### PLANNING HORIZONS

5-58. 5-1. The HQ plans its operation over three overlapping horizons. The campaign plan is prepared by the staff of the J5. It covers the duration of the deployment. The operational planning breaks down the campaign plan in successive and interacting periods that cover specific periods of the deployment of the force. Finally, the execution is part of the current operations.

5-59. Deliberate planning includes campaign planning, contingency plans and operations plans.

- A Campaign Plan is a plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space;
- A contingency plan (CONPLAN) is an operation plan for contingencies that can reasonably be anticipated in a specific geographical area to address a potential future event or circumstance based on known or assumed planning; and
- An operations plan (OPLAN) is a mechanism that a commander uses to plan/prepare well in advance for a known, up-coming operation for which the Government or a higher military

authority has specifically tasked the CF to prepare and execute. Within 1st Cdn Div HQ, the lead for writing OPLANs will be the J5 Branch.

5-60. Rapid response planning is mission planning, often abbreviated, in response to an immediate or sudden crisis, the timing of which could at best be predicted with very short notice. It may draw upon an existing CONPLAN or result in the writing of another Operations Plan or Order. The various orders are defined as follows:

- An operations order (Op O) is a directive, usually formal, issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Within the formation headquarters, Op Os may be written by the J5 as a direct result of deliberate planning or by the J3 Branch in response to previous orders;
- A fragmentary order (FRAG O) is an abbreviated form of an Op O, issued as required to amend a previously issued Op O. As a result, the lead for writing FRAG Os within formation headquarters will be the J3 Branch; and
- A warning order (Wng O) is a notice of an impending operation and an order that is to follow. Within the formation HQ, it could be originated by either the J3 or J5 Branch, depending on who has the lead for the impending order.

5-61. The Joint Operational Planning Group (JOPG) is the functional grouping within the headquarters that conducts the staff analysis leading to plans and certain orders. It is usually formed by representatives from all headquarters branches and advisors, and can include planners from subordinate formations and units, other government departments and any other planners that may be required to complete the plan or order. It is normally formed and led by the J5 Branch, but could be formed and led by the J35 when the product is to be a FRAG O or Op O.

### **Plans (J5)**

5-62. The J5 plans cell performs long-term planning. It develops complete operation plans or operation orders that the staff formally passes to the J35 for detailed planning and synchronization or to the J3 current operations cells, as required for execution. The J-5, plans officer leads the plans cell. The plans cell monitors the common operational picture for situational awareness. The J5 cell's planning horizon is weeks to months. The plans cell's primary tasks include the following:

- Conducting planning in support of major operations and battles.
- Supervising and coordinating the preparations for all operation plans, sequels, and some branches.
- Leading the Joint Operation Planning Group.
- Using the joint operations planning process to support joint requirements, activities, and processes.
- Coordinating and managing force structure.
- Coordinating with respective 2-star headquarters, or higher headquarters plans activities on all aspects of planning within their respective combatant commander's areas of responsibility.
- Conducting operational planning to include developing supporting plans for the next higher commander.
- Conducting military deception planning.

### **Future Operations (J35)**

5-63. The J35 staff assists the command group in detailed plan refinement, provision of a second planning team within the headquarters and plans to operations hand over. The J35 Branch performs near-term planning, including preparation of branches to the current operation led by the J35. The J35 Branch conducts plan refinement and detailed synchronization with plans passed to them from the J5 Branch. The J35 Branch may be used as an additional planning team to complement the J5 Branch. Continuous operations require situational awareness of all planning efforts to allow several plans to be refined simultaneously with associated working groups and joint planning teams. The J35 Branch tracks and processes information necessary to create an ongoing link between current operations and plans. The cell's planning horizon is days to weeks. Its tasks include:

- Monitoring current operations.
- Contributing to the common operational picture.
- Turning command guidance into executable orders.
- Refining plans to support current operations.
- Assisting in or producing fragmentary orders to support current operations.
- Developing branches to current operations.
- Recommending commander's critical information requirements.

### **OPERATIONAL PLANNING PROCESS (OPP)**

5-64. The CA has adopted the OPP as its collaborative planning tool. An OPP cycle is initiated when the Comd senses that the situation has changed enough to warrant planning for a sequel, a branch or a completely different operation. The OPP can be conducted prior to the deployment, in any stages of an operation or concurrently to the execution of an operation. The OPP relies on the continuously updated intelligence preparation of the battlefield (IPB) and will determine the targeting effects desired.

5-65. The OPP is conducted in five sequential stages.

- Stage 1 – Initiation. The Comd will assemble key staff to prepare an initial planning guidance and will issue a preliminary warning order to the subordinate formations and units. The J2 will focus the IPB in relation to the emerging mission.
- Stage 2 – Orientation. The Comd will conduct his mission analysis. And determine the mission. He will issue his critical information requirements as well as the planning guidance. A refined warning order might also be issued.
- Stage 3 – Courses of Action (COA) Development. During this stage, the staff will conduct a detailed analysis of the situation in order to develop possible COA. The COA will be compared to possible opposing COAs. The staff will present the results of their analysis in a decision brief. The Comd will select which COA to refine, the possible branches and sequels that need to be further developed.
- Stage 4 – Plan Development. Once the Comd has selected the COA, the plan is fully developed. The CONOPS is presented to the superior Comd for its approval. The staff conducts the wargame of the plan and produces the decision support template (DST) that will monitor the execution of the plan. Orders are issued at the conclusion of this stage.
- Stage 5 – Plan review. Once the execution is in progress, the results of the actions of the subordinates are compared to the plan. Any adjustments are then considered and issued as Frag O when facing an unexpected development.

5-66. The J5 is the principal staff officer responsible for the OPP. His staff will obtain input from the JOC, JASIC and JLC as required during the planning stages and will monitor the execution of the plan.

### **COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR'S) AND REQUEST FOR INFORMATION (RFIS)**

5-67. The CCIRs are crucial elements of information that are identified and required by the Commander and directly affect decision-making and successful execution of the current operation. CCIR are subcategorised as: Priority Intelligence Requirements (PIR), Friendly Force Information Requirements (FFIR), Host Nation Information Requirements (HNIR), and Essential Elements of Friendly Information (EEFI). CCIR communicate to the staff and subordinate comds those elements of information the comd deems necessary for his own decision-making and focus, bind and discipline staff IM and collection activity. The J3 staff collects information about the CCIRs and brief the Comd on their findings.

5-68. RFI are specific, time-sensitive, ad hoc requirements for information or products submitted to higher/lower headquarters to support an ongoing crisis or operation, not necessarily related to standing requirements or scheduled intelligence production. RFI are aimed at resolving critical information shortfalls that have an immediate impact on decision-making or planning. RFIs also cause work for higher/lower staff

and thus must be managed. While RFI will normally be initiated as a result of the Commander's personal information requirements, they may come from any member of the staff. The Information Management Officer oversees the resolution of RFIs.

## **TARGETING**

5-69. The following process describes the method employed to nominate targets in 1st Cdn Div HQ/CJIATF:

### **RECEIPT OF TARGET**

5-70. The headquarters may receive a basic theatre target list as well as HVTs (strategic, politically or militarily important targets) that have been developed by higher HQs. The headquarters will also develop its own High Value Target List (HVTL) and High Pay-off Target List (HPTL). If the basic theatre target list is not provided by higher Headquarters, the JASIC will create one.

### **LIST OF POTENTIAL TARGETS**

5-71. The JASIC in conjunction with the J3 and Div Arty staff produces a headquarters list of potential targets based on the commanders targeting guidance and priorities. These targets are consolidated with those coming from higher HQs and passed to JTWG.

### **PRIORITIZED TARGET NOMINATION**

5-72. Components submit prioritized target nominations to the JTWG and component representatives on the JTB. The latter must be fully aware of the priorities, objectives and supporting rationale behind their commander's targeting efforts so they can provide knowledgeable representation when the board sits.

### **JOINT PRIORITIZED TARGET LIST (JPTL)**

5-73. The JTWG compares all the lists, resolves duplications, makes attack recommendations (for review by J3) and produces a recommended JPTL. The proposed JPTL is based in part on the ability of available assets to service targets. It will recommend to the JTFC the use of all varieties of assets, not simply air assets. The JPTL is a list that clearly delineates those targets that will be serviced from those that will not because of competing priorities and available assets. A line, known as the "cut off line", is drawn at the last serviced target of the JPTL. The prioritized list showing the proposed "cut line" is essential as it provides feedback to the components and the CJIATF staff on how their specific target nominations do or do not fit into the execution of fires.

### **GUIDANCE, APPORTIONMENT AND TARGETING (GAT)**

5-74. This proposed JPTL is passed to the component commanders. The Joint Force Air Component Commander (ACC) places all targets before the GAT board to balance air component priorities with the commander's overall objectives; competing concerns are prioritized against available assets to produce the following products which must go before the JTB for consideration and endorsement.:

5-75. The JTB discusses the ACC products along with the proposed JPTL to ensure the proper prioritisation and synchronisation of the targeting and fires efforts. The JTB provides a forum for component commanders to raise concerns over the JPTL, apportionment recommendations and the CAS allocations. The JTB will modify or validate the products and prepare them for commander approval.

5-76. The JTB is also the forum for finalising recommended component tasks in support of Joint Force deep operations and interdiction efforts. The Chairman of the JTB will direct the preparation of the final recommended JPTL, Air Apportionment Decision, CAS Allocation and Component Target Strike Tasks. The final recommendations will be forwarded to the JTFC for approval.

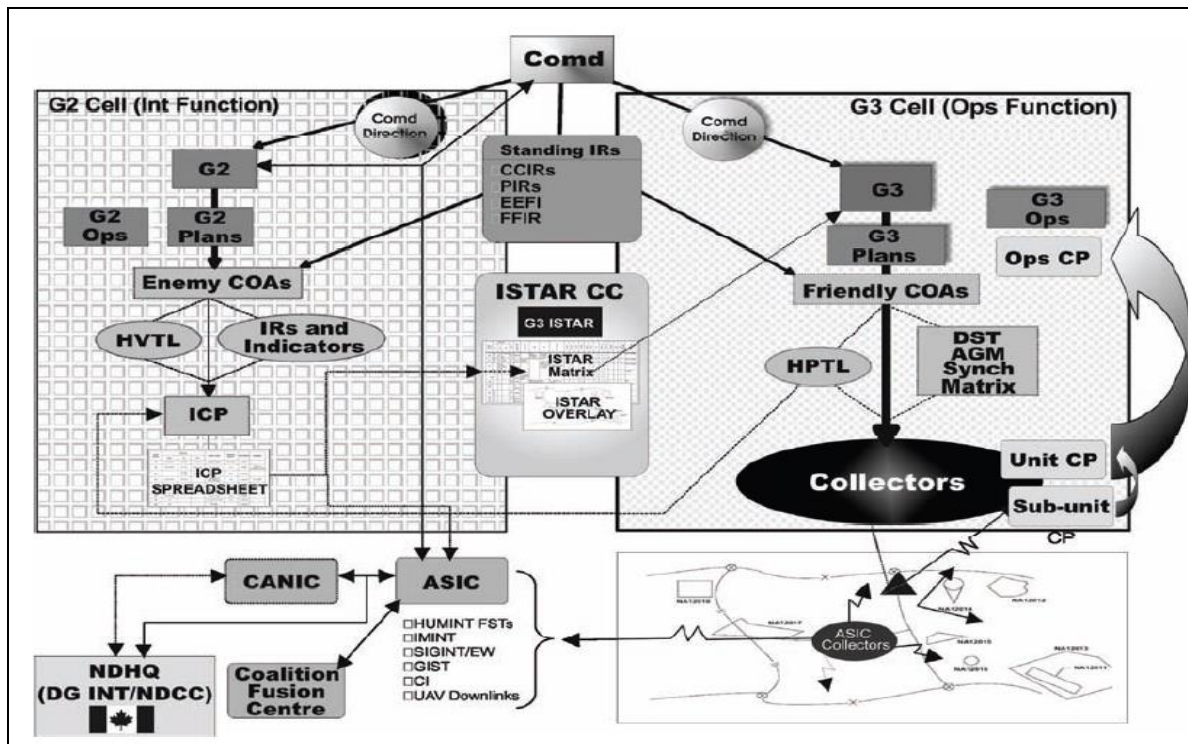
5-77. Once the commander makes final decisions, the JTWG promulgates them. The JPTL may constitute executive orders to engage or the J3 may be required to publish separate tasks for components to support the execution of the JPTL.

**EVALUATION (MOE/BDA)**

5-78. Evaluation of enemy capability remaining is conducted by the JASIC. BDA assessment is provided to the JTgt cell and incorporated into Targeting Working Group and Targeting Board.

**ISTAR**

5-79. ISTAR is a key function in the Div HQ; its primary function is to support the Comd and his decision making process during the planning and execution of operations. The key to ISTAR is to ensure that the right information is delivered to the right place and at the right time to allow the application of the right effect. ISTAR must serve a number of areas including the Comd, current ops, the planning process, targeting, Influence activity, IO, Media Ops, Force Protection, Joint Fires, CDE and Combat Assessment. The process must be agile and responsive in order to prioritise and satisfy these competing demands with the inevitable existence of finite assets.



**Figure 5-6. ISTAR**

5-80. The ISTARCC is a coordination center within the J3 Branch which manages assigned sensors on a minute to minute basis, balances intelligence collection requirements with maneuver support requirements and supports plan development. The ISTAR Synch meeting is the battle rhythm mechanism to effect sensor coordination. The JEMCC provides the means for the commander to develop tactical EW/EMSO/Cyber plans in their areas of interest and influence, integrates the capabilities as an element of combat power, and coordinates integral and coalition resources. Both ISTARCC and the JEMCC support the intelligence cycle, support targeting and maneuver support and force protection through participation in the Tgt working group/board, force protection WG and the C-IED working group. The ISTARCC has attached to it the Joint Space Support Plans (JSSP). This space element is the primary planner and advisor for space capabilities. It



maintains space situational awareness; coordinates with higher headquarters space elements, the space coordinating authority staff; and manages space-based systems.

## CLEARANCE OF FIRES

5-81. Commander Division Artillery is a coordinating staff officer who normally leads the fire support coordination center, airspace coordination centre and the surveillance target acquisition coordination center at the main command post. Div arty is responsible for the FSCC, STACC and ASCC . Commander Div Arty may operate from the main command post, the forward command post, or accompany the commander during battlefield circulation with the tactical command post, depending on the situation.

5-82. The fires support coordination center (FSCC) is part of the larger fires and influence structure which includes the JASIC, IACC, ISTARCC, ASSCC and MCCE when naval fire support is available. The command and execution and fire support requires a central hub from which to effect the necessary planning, integration, synchronization and application of joint fires; this is the role of the FSCC. It is from the FSCC that moment-to-moment command, control, direction and coordination of all joint fires activity is carried out and overseen. It consists of an operations center (embedded in the JOC) with communications and liaison to all fires agencies allocated to the formation. Surveillance Target Acquisition Center coordinates all surveillance and target acquisition systems allocated to the formation dedicated to counter battery activity. The STACC is embedded within the FSCC. The STACC provides an integrated target location capability.

5-83. The MCCE provides integrated duty officer in the JOC collocated with the FSCC to provide a naval fire support link to facilitate the integration of naval surface fires to support land operations if such fires are available.

## AIRSPACE CONTROL

5-84. Airspace Coordination Center (ASCC) is responsible for coordinating the effective utilization of airspace by ensuring the safety of air assets and the maximization of fires and effects. It acts as a link between the division headquarters and the ACC Combined Air Operations Center (CAOC) for airspace management issues, such as the request for Airspace Control Measures (ACM) or de-confliction of airspace between air assets and fires. It links any Ground Based Air Defense (GBAD) elements with the recognized Air Picture (RAP) for early warning and cueing functions. It provides the RAP into the division headquarters. The ASCC conducts airspace coordination through; procedural control using planned ACMs as promulgated through Air Control Orders (ACOs) issued by the ACC through the CAOC.. Positive control is maintained through various links (Link 11/16 etc) and through link with the TACP or CAOC LO. The ASCC staff is integrated within the JOC.

5-85. A tactical air control party (TACP) maybe integrated into the main command post in the JOC. The TACP is organized to integrate air support into ground combat operations. Tactical air control parties include air liaison officers, battalion air liaison officers, enlisted technicians capable of integrating air support into ground combat operations, and qualified joint terminal attack controllers to execute those operations. If a TACP is not part of the headquarters a CAOC LO will be provided to the HQ and embedded in the JOC.

## BATTLE RHYTHM

5-86. The COS and the COS Sp will establish the battle rhythm of the main and rear HQ. The battle rhythm optimizes the workflow, creates unity of effort and achieves synergy within the staff. Depending on the situation, the battle rhythm will be based on extended days scheduling or 24/7 operations. Regardless, there will minimum manning during silent hours in order to maintain continuity of operations. The HQ might operate on separate schedules within their cells or branches but integrated in an overall calendar of events with daily, weekly or monthly events recurring.

5-87. Several briefings are held on a regular basis:

- Commander's Update Briefing (CUB). It is delivered by key staff to the Comd. The commander is briefed in person, or over a voice communications system, or by visual display. This is part of the main CP battle rhythm, the commanders update briefing provides analyzed information so the

commander can make decisions and synchronize the staff's actions. Based on the updated COP, this briefing is intended to be short, informative, and selective. It provides the CG with limited information that addresses the current operation and activities planned for the near future. The 1st Cdn Div headquarters tactical standing operating procedures, command guidance, and operational requirements determine what information is briefed. The J3 is responsible for the CUB. Subordinate formations participate through voice communications, and by visual display or through presence of liaison officers.

- Battle Update Briefing (BUB). The J3 delivers this briefing in the JOC at shift change. Other attendees of the main HQ are expected to attend for their situational awareness. 1st Cdn Div HQ battle update briefing is an integral part of the HQ ability to command and control. Because of the modern digital communications systems and databases available, the CG and staff can receive a battle update at any time through a situation Update briefing (SUB). The BUB may be part of the shift change within the JOC or may occur at any time based on the battle situation and the comd groups need to maintain situation awareness. It is part of 1st Cdn Div headquarters main CP battle rhythm, the battle update briefing provides current situation information so the commander and the J3 can make maintain situational awareness and synchronize the staff's actions. Based on the updated COP, this briefing is intended to be short, informative, and selective. It provides the CG with limited information that addresses the current operation and activities planned for the near future.

5-88. Situation Update Briefing (SUB). This is an ad hoc briefing given by the senior duty officer to key staff at their request based on the content of the BUB. The commander may attend but routinely receives the brief remotely within his command group facility. If the commander issues guidance or makes a decision, issuing a fragmentary order may be necessary by the JOC.

5-89. Shift. During continuous operations, the JOC staff operates in shifts. To ensure uninterrupted operations, staffs execute a briefing when shifts change. It is done face-to-face in the JOC, with the main conference room receiving a remoted brief for divisional staff to keep informed on the current situation. The J33 oversees the briefing, with participants briefing their areas of expertise. The briefing's purpose is to inform the incoming shift of:

- Current unit status.
- Significant activities that occurred during the previous shift.
- Significant decisions and events anticipated during the next shift.

5-90. The shift-change briefing format and emphasis change based on the situation. The shift-change briefing provides a mechanism to formally exchange information periodically among headquarters staff members.

## INFORMATION MANAGEMENT

5-91. Information Management (IM) refers to the processes used to maximize the efficiency with which it plans, collects, organises, uses, controls, stores, disseminates and disposes information. The aim of IM can be described as getting the right information to the right people in the right format through the right medium at the right time. The introduction of ambiguous or incorrect information devalues the IM process and adversely impacts decision-making. New technologies have resulted in increasingly dynamic, unpredictable and complex operations that require people to filter and analyse information from multiple sources. Sense making and decision-making are complex and more essential in military situations than ever before.

5-92. Information quality characteristics of accuracy, relevance, timeliness, usability, completeness, brevity and security must be considered in all IM deliberations. Most staff processes require a cross-functional and cross-organizational exchange, therefore, information flow must provide for the rapid flow of information, both vertically and must become faster and more effective, essentially time for learning is reduced and must be considered essential to any IM process.

5-93. The COS provides IM operational direction and ensures integration of common and functional IM services. The IMO institute the processes for handling information within the HQ. The staff must comply with the IM guidelines in order to store, retrieve and process the data efficiently.

## INFORMATION FLOW WITHIN THE HQ

5-94. The information flows up and down within the HQ. The upper levels is the decision support system (DSS). The staff will gather the information required for the conduct of the Comd Update Brief (CUB). The slides composing the CUB are continuously updated from the data gathered in the operational database ORION which is accessible on the tactical information management system (TIMS). TIMS is a SharePoint based application. At the lower level, the operating system (OS) is composed of several applications:

- BattleView (BV) is a digitized map view of battle management and planning tools.
- Tactical View (TacView) is a plug-in that provides blue SA.
- Transverse is a chat application
- Sensor Command and Control Planning Suite (SC2PS) is an application that provides imagery analysis as well as sensor planning.

5-95. In order to display this information, several digital and graphical overlays are used throughout the HQ:

- CURSIT Overlay
- Operation Overlays
- Incident management page
- Battle Update Briefing slides
- Commander's Update Briefing slides

## DECISION SUPPORT TEMPLATE (DST)

5-96. A Decision Support Template (DST) is a graphical decision-support aid that relates decision points, named areas of interest (NAI), and target areas of interest (TAI) to a concept of operations. It is produced during COA development as part of the war game. During mission execution, it is monitored and maintained by staff principals within the Command Information Centre.

## INTELLIGENCE

5-97. The J2 is responsible for the intelligence processes. The JASIC will continuously update the products of the intelligence preparation of the battlefield on the TIMS as well as as on the ORION.

5-98. These reports will be accessible as specified in the IM plan and are detailed in the SOP.

### Intelligence Preparation of the Battlefield

5-99. The J2 is responsible for the production and continuous update of the products of the IPB. It follows a cycle that is nested within the OPP but also provides outputs to the other HQ processes. It steps are:

- Step 1 – Define the battlespace
- Step 2 – Describe the battlespace effects
- Step 3- Evaluate the opponent
- Step 4 - Determine the opponent possible COA's

5-100. The output of the IPB are considered in the targeting process and included as markers in the DST.

### Intelligence Synchronization

5-101. The intelligence branch coordinates activities and systems that help commanders understand the enemy, terrain and weather, and civil considerations, or operational environment. The G-2 is the cell chief. The J2 Branch serves as the hub for intelligence activities. It interfaces the JASIC fusion unit with the J3 Branch/JOC to integrate intelligence products and results of the information collection activities into current operations. It recommends information collection tasks to the G-3 for collection resources. Intelligence synchronization is achieved using the ISTAR process which is command led, intelligence driven and operations controlled. This process is executed through the J2 staff, the JASIC unit, ISTARCC, and JEMCC. The J2 branch supports the planning teams and coordinates intelligence production through the J2 Plans and

Priorities working Group. To provide the necessary analytical capacity the J2 branch is supported by the JASIC. The JASIC is the intelligence fusion center that drives the intelligence cycle for the commander and the staff. The unit is subordinated to 1st Cdn Div HQ. The JASIC is enabled by specialist intelligence collectors and analysts with reach back capability. The JASIC has integral CCIRM, exploitation and collection management. JASIC produces all-source intelligence, provides technical channels for intelligence operations, and disseminates intelligence products and reports to support the range of military operations. The JASIC has integral imagery analysis, element acquires, manages, and distributes geospatial data and terrain visualization products to the commanding general and staff. The JASIC has an attached signals intelligence element performs signals intelligence analysis, provides support for electronic intelligence preparation of the battlefield, and provides technical channels for signals intelligence operations from 21 EW Regiment. Attached to the JASIC is the Division Artillery Intelligence Officer (DAIO) who provides input to the development, nomination, and prioritization of targets and is integrated from Div Artillery into the JASIC.

## BATTLE MANAGEMENT

### Operations (J3)

5-102. The J3 staff assists the command group in planning, directing, controlling and co-ordinating current operations and training. As all staff effort must support these activities, J3 is the pre-eminent staff branch. It includes all the Divisional Coordination Centres (ISTARCC, FSICC, STACC, ESICC, JEMCC, MPCC, IACC, Med CC and as a CJATF ACCE, MCCE).

5-103. The Joint Operations Cell (JOC) oversees day-to-day operations and synchronizes all staff functions in the execution of the current operation. The JOC is the hub of daily activities within the main command post. Members of branches, advisors, and personal staffs who provide their support to on-going operations augment the JOC. The J-33, JOC Director, leads the cell.

5-104. The JOC monitors the current operation and directs and synchronizes operations according to the concept of operations and commander's intent. The cell's planning horizon is hours and days. It focuses on what is happening and rapidly progresses through the decision cycle by executing its internal battle drills. Current operations produce a large volume of orders including daily confirmatory order and fragmentary orders.

5-105. The JOC staffs these positions for 24-hour coverage:

- Duty officers higher and lower.
- Senior Duty Officer higher and lower.
- Request for information and orders managers.
- Request for information and orders noncommissioned officers.
- Operations sergeants.

5-106. Tools to integrate, coordinate, and synchronize joint operations are essential tools for orchestrating the Formation's activities. These tools normally provide the 'who, what, when, and where' of the formation's activities. Battlespace management (BM) provides the how and consists of adaptive means and measures that enable the dynamic synchronisation of the Formation's activities. BM has always been important but the nature of modern operations requires that ever lower levels of command plan and execute operations in increasingly complex battlespace. It is imperative that BM is considered at all stages of any estimate.

5-107. Responsibilities for BM within the HQ are:

- Terrain: J5 Plans
- Airspace: ASCC and J5 Air
- Electromagnetic spectrum (EMS): J6

## **COMMON OPERATING PICTURE**

5-108. The maintenance, management and presentation of the Common Operating Picture (COP) is a responsibility of the Joint Operations Centre (JOC). While the J3 Branch is responsible for the overall maintenance of the COP, the staff and subordinate formations are responsible for managing their specific information.

5-109. The following products are used to maintain the COP:

- Traces/overlays;
- Map board;
- Ops/chat logs;
- Incident management procedures;
- Staff update briefs;
- Battle update briefs;
- Commander's update brief;
- Orders in/out; and
- Daily consolidated orders.

## **INCIDENT HANDLING AND TRACKING**

5-110. Incidents are classified as either significant, event of interest or minor. The JOC is the hub for handling incidents. The senior duty officer (SDO) is responsible for the Incident notification process. This process is detailed in the HQ SOPs. When an incident occurs, it is dealt with according to the content of the orders or as a drill. Drills cover these topics and are found in the HQ SOPs:

- Troops in contact (TIC)
- Personnel recovery
- Loss of communications
- Loss of power
- Force protection under hostile action

## **INFLUENCE ACTIVITIES**

5-111. The J9 integrates civil affairs functions and capabilities into operations and operates under the direct supervision of the chief of staff Support. The J-9 provides representatives to the J35 and J5 plans cells in the main command post. Additionally, J-9 staff members participate in meetings (including boards and working groups) as needed. The civil affairs operations staff advises the commander about allocating and using civil affairs units. They develop the civil affairs operations annex to plans and orders. The civil affairs operations staff supports intelligence activities by sharing enemy information and possible indicators and warnings. They coordinate with the fires cell for target development, measures of effectiveness, and synchronization of nonlethal effects with lethal fires, ensuring that civilian property, public buildings, and infrastructure are protected to the maximum extent possible. They also establish a civil-military operations center that analyzes how civilians impact military operations.

## **CIVIL-MILITARY OPERATIONS**

5-112. The IACC conducts the planning and coordination along two LOO; CIMIC and PSYOPS. The IACC supports information operations, and human terrain analysis as is part of the J3 Branch. Support to this activity is provided from the attached IATF.

5-113. CIMIC support to PSYOPS. In-theatre operational and tactical level PSYOPS are directed and coordinated by the JOC, subordinate to the commanders overall operational objectives and national strategic policy. In a multinational context, direction from CJOC on CF involvement in theatre or mission PSYOPS must be clear and a parallel CF, CIMIC chain of command must be established. NATO or US led coalitions may have PSYOPS objectives that would involve necessary guidance from the federal government via CJOC.

CIMIC branch involvement in a PSYOPS campaign would normally be in the form of validating the effects of the PSYOP activity upon the civilian population. If the PSYOP activity is directed at the civilian population (the target audience) the CIMIC branch should be involved in the planning process to provide his recommendations on the possible detrimental effects toward the JTF. A PSYOP campaign solely directed at the enemy would have some impact upon the civilian population and again, the CIMIC branch should have some input during the process.

## FORCE PROTECTION

5-114. The Formation Headquarters (HQ) will follow the Alert States specified within SOP 103 (contained within the Ref) for all Canadian operations. This SOP outlines the Force Protection (FP) procedures that the Formation HQ will adhere to during multinational operations. It also specifies the Formation HQ and subordinate formation/units' responsibilities across the FP spectrum. FP is the means by which operational effectiveness is maintained through countering the threats from adversary, natural and human hazards, including fratricide, to ensure security and freedom of manoeuvre. FP is an integral part of any mission and must be included in all aspects of planning. It is also a cyclical process, which involves constant assessment of the threat, and provides appropriate measures to reduce the vulnerabilities at risk from the threat. Proportionate FP measures are to be employed to protect all Formation forces and commanders are to be familiar with the whole spectrum of potential threats that exist including; hostile ISR action, physical attack (air, surface and sub-surface), electronic attack, CBRN attack and the measures to be implemented to mitigate their impact on operations.

5-115. The measures and means used to achieve FP are particularly wide-ranging but can be grouped as: Air Defence, CBRN Defence, Explosive Ordnance Disposal (EOD) and Improvised Explosive Device Disposal (IEDD), Security, Fratricide Prevention, Joint Personnel Recovery (JPR), Fire-fighting and Fire Safety, Road Safety, Environmental Health and Medical FP.

5-116. Force protection measures are specified in the HQ SOP and cover:

- CBRN
- Security alerts and countermeasures

## SUSTAINMENT

5-117. The Logistics is a national responsibility. However, to require each nation in the Task Force to perform all logistics functions separately would be inefficient. Formation HQ J4 shall integrate, coordinate and synchronize participant nation logistics capabilities and requirements in support of Task Force multinational operations. The concept of sustainment is described in the HQ SOP and plans.

5-118. The chief of staff support (COS Sp) directs the administrative and sustainment support activities of the 1st Cdn Div/CJIATF. The chief of staff support ensures disciplined input to the commanding general. The chief of staff support is a key advisor to the commanding general, transmitting and sharing information and insights. The chief of staff support directly supervises the support group branch chiefs, their principal coordinating staff officers, and those advisors that are not placed under the staff supervision of a primary branch staff officer. The chief of staff support normally remains at the rear HQ.

5-119. The J4 Branch will provide a cell when tasked to provide a C2 node. Each nation will be responsible for their own service support except where international agreements apply. Under the Lead Nation construct, the Supported Strategic Commander J4 retains the strategic responsibility for logistically supporting the multinational operation by developing initial logistics guidance and coordinating the logistics resources of participating nations. Upon Task Force activation, and in close coordination with the Supported Strategic Commander's J4, the Formation HQ J4 is responsible for further developing and/or promulgating operational level logistics policies and guidance, planning for logistics support of the operation and maintaining logistics oversight on behalf of the Task Force Commander. J4 shall establish a Logistics Operations & Plans Division, Policy and Guidance Division, and Coalition / Combined Logistics Coordination Center. The Combined Logistics Coordination Center will coordinate with supporting nations, other government and non-government organizations to provide unity of effort.

5-120. Priorities of support are necessary to distribute the commodities. While the national Support Elements (NSE), National Support Commands (NSC) or Joint Support Detachments (JSD) of the Troop Contributing Nations (TCNS) retain responsibility for the provision of first, second and third line logistic support to their respective national forces, regional co-ordination by CJATF HQ can only be achieved through information sharing. Full support will be achieved through the sharing of information and maximized use of cross-boundary logistics and equipment support capabilities. The combined force will share demand, supply and transport information, and provide logistic support across boundaries when necessary, and within capabilities. CJATF HQ J4 is responsible for the coordination and monitoring of national logistics issues and synchronization of logistic effect throughout the CJATF AOR. Specific Reports and Returns (R2) will serve as the means of keeping CJATF HQ J4 apprised of the logistical situation throughout the AOR and will facilitate the development of logistical planning at the CJATF HQ level. CJATF HQ Joint Movement Coordination Centre/Terrain Management Working Group will coordinate use of the main routes in the AO for logistic activity in order to achieve success with minimal disruption to the Population.

### **MOVEMENT CONTROL**

5-121. The movement control cell acts as the medium through which all users make their transport requirements known. It acts as the intermediary between the users and the transport agency and decides the method of transport necessary and advises on routings to implement the movement order or instruction. The movement control cell ensures that there are facilities for loading and unloading the method of transport., allocates traffic by route, amount and destination and plan, co-ordinates and controls movement in support of the J3.

### **CONCEPT OF SUSTAINMENT**

5-122. The concept of sustainment can be represented graphically in figure 5-7. It is part of the overall sustainment plan of 1st Cdn Div HQ.

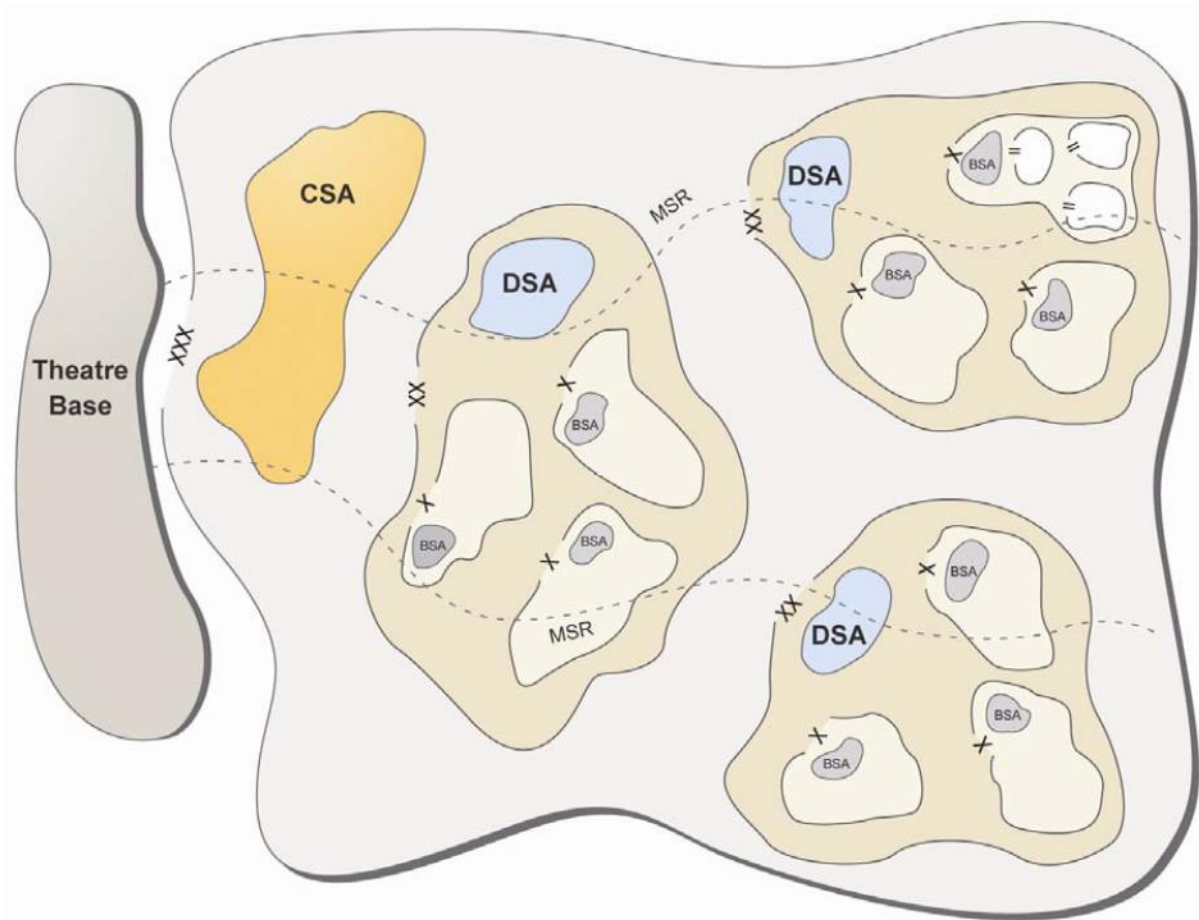


Figure 5-7. Graphic concept of sustainment

**SECTION IV: APPLICABLE NATIONAL MANUALS/ PUBLICATIONS/ STANDARDS (SERVICE, JOINT AND MULTINATIONAL)**

5-123. THE LIST HAS BEEN PROVIDED DURING THE PHYSICAL MEETING IN AUGUST 2014.

**SECTION V: SUMMARY**

5-124. 1st Cdn Div Headquarters is organized with the core staff to force generate the standing deployable formation level HQ mandated by the CFDS. It has the minimum staff necessary to simultaneously deploy two limited intervention HQs for HUMRO and NEO and with augmentation to the core staff, it would be able to engage in FSO for up to 12 months in a new theater of operations.

5-125. The HQ continuously develops its combined, joint and inter-agency capabilities through a series of exercises, refinement to its contingency plans and monitoring of current events. The main documents guiding the employment of 1st Cdn Div are the FEC, its plans and the SOPs. The HQ processes are continuously updated with a view to simplify their execution.



**ANNEX A: TABLE OF BOARDS AND WORKING GROUPS (A TABLE OF COMPARATIVE BOARDS, ETC. FOR EACH OF THE ARMIES.)**

**BOARDS**

5-126. Boards are formal meetings convened by the cmd. The intended outcome of boards is guidance or direction from the cmd. Boards are chaired by the cmd or a designated senior leader with members representing major staff elements, subordinate formations and units, Liaison Officers, and other organizations, as required. Boards typically receive input from working groups in order to ensure that the information being discussed has the benefit of staff input.

**Targeting Board**

<b>Purpose:</b> Provides timely and effective guidance on all aspects of Joint Targeting both lethal and non-lethal within the JOA.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders guidance</li> <li>• Current operations/Plans update</li> <li>• ISTAR priorities/forecast</li> <li>• BDA Assessment</li> <li>• Target folder review</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Approval of nominated targets</li> <li>• Direction on further target development</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Assess Conditions against Decisive Points</li> <li>• Assess Conditions for Decision Points</li> <li>• Measure Performance</li> <li>• Measure Effectiveness</li> </ul>	
<b>Chair:</b> J-Tgts	<b>Lead cell:</b> J-Tgts
<b>Attendees:</b> Comd, JTgts, JTgt 2, J2, J3, J35, J4, J5, Div Arty, PAO, LEGAD, POLAD, ISTAR, J9, Air, MCC, IO, JASIC, JTgts – Non-Lethal	

**CIS Management Board**

<b>Purpose:</b>	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders guidance</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	
<b>Chair:</b> J6	<b>Lead cell:</b> J6
<b>Attendees:</b> J6, J3 SD/IMO, Bde/TF Rep,	

**WORKING GROUPS**

5-127. Working groups are recurring or ad hoc meetings that are formed to provide analysis and/or recommendations to other battle rhythm events. Working groups normally consist of core functional groups and other staff and component representatives as required. The outcomes of working groups are used to facilitate decision making by boards.

**Targeting WG**

<b>Purpose:</b> Provides timely and effective guidance on all aspects of Joint Targeting both lethal and non-lethal within the JOA.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commander's Priorities - JTgt</li> <li>• En Situation – J2 Tgt</li> <li>• BDA updates – JASIC/J2 Tgt</li> <li>• ISTAR – J3 ISTAR</li> <li>• Target list updates – JTgt Lethal</li> <li>• ATO Discussion</li> <li>• Tgt folder nomination presentations</li> <li>•</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Possible future target nominations</li> <li>• Target folder development</li> <li>• Target Board Brief</li> <li>•</li> <li>•</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Assess Conditions against Decisive Points</li> <li>• Assess Conditions for Decision Points</li> <li>• Measure Performance</li> <li>• Measure Effectiveness</li> </ul>	
<b>Chair:</b> J-Tgt 2	<b>Lead cell:</b> J-Tgts
<b>Attendees:</b> JTgt 2, Non-Lethal Tgts, ISTAR, J9, Air, MCC, IO, JASIC, Div Fires, JEMSCC, SPACE, JEng, JTgts Plans	

**Force Protection WG**

<b>Purpose:</b> To coordinate and disseminate force protection measures and procedures throughout the division that are appropriate to the threat; disseminate best practices, identify force protection capability gaps throughout the force.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• JASIC/J2 threat assessment</li> <li>• Bde/TF threat assessment</li> <li>• Best practises discussion</li> <li>• Capability gap discussion</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Input to tactical infrastructure Engr Branch</li> <li>• Input to ISTAR priorities</li> <li>• Input to national capability development</li> <li>• Input to higher Force Protection WG</li> <li>• Input to assessment WG</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Current operation/plans update</li> <li>• JASIC update</li> <li>• Bde/TF update</li> <li>• Capability gap discussion</li> <li>• Summary of Force protection priorities</li> </ul>	
<b>Chair:</b> ?	<b>Lead cell:</b> ?
<b>Attendees:</b> J3 ISTAR Ops, JASIC/J2 Ops, C-IED Ops, STA Ops, JEMCC Ops, Jeng Ops, HSS Ops, Bde/TF FP,	

**C-IED WG**

<p><b>Purpose:</b> To promote a clear common operating picture in order to identify links between IEDs and IED networks, exchange info related to IED-D and C-IED Ops, develop recommendations for action across the C-IED LOOs throughout the division. Sp other WGs C-IED specific issues/concerns and support the targeting process.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• JASIC/J2 updates</li> <li>• Bde/TF updates</li> <li>• C-IED enablers (ISTAR, IO, PSYOPS)</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Coordinate and prioritise Bde/TF C-IED target development</li> <li>• Recommend J2/JASIC IED Network analysis priorities</li> <li>• Recommend Blue TTP changes/Mitigation procedures</li> <li>• Input to higher C-IED WG</li> <li>• Recommend Div PIRs</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Review due-outs from previous WG</li> <li>• Review LOO</li> <li>• Bde/TF update</li> <li>• C-IED Enablers (JASIC, CEXC, ISTAR, IO, PSYOPS)</li> <li>• Plans update</li> <li>• Discussion</li> <li>• Questions &amp; issues</li> <li>• Summary of C-IED priority of effort</li> </ul>	
<p><b>Chair:</b> C-IED Dir</p>	<p><b>Lead cell:</b> J3 C-IED</p>
<p><b>Attendees:</b> C-IED Dir, Bde/TF, CEXC Rep, J2/JASIC Rep, PSYOPS, IO, ISTAR Plans, JTgt Plans</p>	

**Logistics WG**

<p><b>Purpose:</b> To synchronize div combined logistics. Prioritize for the NSE and subordinate sustainment units. Prioritize engineer projects and assets throughout 1st Cdn Div.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• LOGSITREPs from Bde/TF</li> <li>• Orders/FragaO</li> <li>• Div comd priorities</li> <li>• MSR status</li> <li>• Readiness reports</li> <li>• Stockage reports</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Sustainment requests</li> <li>• Issues and recommendations for decision briefs</li> <li>• Recommended changes to priorities and allocation of resources</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Commodity updates</li> <li>• Review Comd priorities</li> <li>• Recommend priority changes as needed</li> <li>• Recommend changes to policies and develop standing doctrine</li> </ul>	
<p><b>Chair:</b> J4</p>	<p><b>Lead cell:</b> J4 Branch</p>
<p><b>Attendees:</b> J4, J4 staff, J35 log plans, J5 Log plans, Bde/TF Log rep, ,</p>	

**KLE WG**

<b>Purpose:</b> To shape engagement opportunities in order to ensure delivery of Command messages, objectives, and key issues and to achieve the Commander's desired effect.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders guidance</li> <li>• Current and future operations</li> <li>• Effects assessment</li> <li>• Negative influencers nominations</li> <li>• Command Staff Calender</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Recommended changes to IR</li> <li>• Support requests</li> <li>• Key Leader Engagement Nominations</li> <li>• Lethal target nominations</li> <li>• Proposed Command Staff Calender</li> <li>• Engagement Packet</li> <li>• Executive Summary</li> <li>• Bios</li> <li>• Itineraries</li> <li>• Talking Points</li> <li>• Background Info</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Review Comd guidance</li> <li>• Input from IO Working Group</li> <li>• Review /Assess previous engagements</li> <li>• Review Recommended Engagements</li> <li>• Review Recommended Re-Engagements</li> <li>• Introduce New Influencers/Desried Effects</li> <li>• Review Engagement Packets</li> <li>• Recommend Modifications to MoE, MoPs</li> <li>• Review proposed tasks for Bde/TF</li> <li>• Recommend changes</li> </ul>	
<b>Chair:</b> CO IATF	<b>Lead cell:</b> IATF
<b>Attendees:</b> PAO, PSYOPS, J35 Plans, J2 Plans, Bde/TF reps, EA, J9 Plans	

**IM WG**

<b>Purpose:</b> The IM WG is the body through which IM best practises, changes and structures are promulgated to 1st Cdn Div.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Higher HQ IM directives, policy, guidance</li> <li>• Bde/Fmn issues</li> <li>• Configuration management directives</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updates formation IM policy</li> <li>• Assesses impact of new and emerging technologies</li> <li>• Provides coordination and direction on IT equipment and software</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Review due-outs from previous WG</li> <li>• IMO update</li> <li>• Bde/TF issues</li> <li>• J6 issues</li> <li>• Discussion</li> <li>• Questions &amp; issues</li> <li>• Summary of IM priority of effort</li> </ul>	
<b>Chair:</b> IMO	<b>Lead cell:</b> J3 SD Cell
<b>Attendees:</b> IMO, Bde/TF IM Rep, J6 rep,	

**PA WG**

<b>Purpose:</b> To coordinate Public Affairs Activities and communications actions across the Division/CJIATF.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Command Group Guidance</li> <li>• Orders/FragO/Calenders</li> <li>• Media Requests</li> <li>• Strategic Communications Directives</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Media Engagement Plan</li> <li>• Embed assignments</li> <li>• PA Guidance</li> <li>• Senior Leader Media Engagement Plan</li> <li>• Partnership Plan</li> <li>• Shared Lesson Learned</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Review Current Issues</li> <li>• Review Higher HQ Guidance</li> <li>• Bde/TF Updates</li> <li>• Last week/Next week</li> <li>• Assessment</li> <li>• Lessons Learned</li> <li>• Alibis</li> <li>• Selected Groups special coordination</li> </ul>	
<b>Chair:</b> Chief PAO	<b>Lead cell:</b> PAO
<b>Attendees:</b> PAO, Deputy PAO, Bde/TF PAO rep,	

**Terrain Management WG**

<b>Purpose:</b> Co-ordinate and deconflict terrain and routes on behalf of the J3 for the next 24-72 hours.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Movement table from JOPG/J35</li> <li>• Bde/TF requirements/request</li> <li>• Boundary/Control measures trace</li> <li>• Manoeuvre trace</li> <li>• Current Operations Synch matrix</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Revised/finalised movement table</li> <li>• Revised finalised terrain allocation</li> <li>• Amended boundary/control measures trace</li> <li>• Recommended changes to control measures</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Current Ops update</li> <li>• J35 Synch update</li> <li>• Movement discussion</li> <li>• Decisions/Recommendations Summary</li> </ul>	
<b>Chair:</b> J3 Terrain Manager	<b>Lead cell:</b> J3
<b>Attendees:</b> J3 Terrain Manager, J3 Moves, J35 Rep, J4 Move Rep, JEngr Rep, Bde/TF Rep, other terrain, route users as reqr	

**SYNCHRONIZATION MEETING**

5-128. Synchronization Meetings are held to de-conflict and synchronize activities across the formation. The frequency and membership of these meetings will be determined by ongoing operations and requirements.

**Daily Ops Synch**

<b>Purpose:</b> Serves as a daily forum for planning, battle-space synchronization, coordination, de-confliction and resource allocation..	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• J3 guidance</li> <li>• Ongoing operations plan</li> <li>• Current support requirements</li> <li>• Available assets</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Battles pace synchronization</li> <li>• De-confliction in time, space,</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Review comd guidance</li> <li>• Current operations update</li> <li>• Round table</li> <li>• J3 Direction</li> </ul>	
<b>Chair:</b> J 33	<b>Lead cell:</b> J3
<b>Attendees:</b> J3, All branch reps, advisors as required for current ops sp	

**Intelligence Plans and Priorities Synch**

<b>Purpose:</b> Prioritize intelligence plans and priorities across the Division and synchronize intelligence responsibilities with subordinate fusion centers.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders CCIRs</li> <li>• Ongoing/upcoming operations</li> <li>• Bde/TF priorities</li> <li>• Higher priorities</li> <li>• Collection capability</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated CCIRs, PIRs, IRs</li> <li>• Updated areas of intelligence responsibility</li> <li>• Coordinates NAI with Bde/TF</li> <li>• Assigns collection priorities</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Commanders CCIRs, priorities</li> <li>• Ongoing/upcoming operations</li> <li>• JASIC collection Requirements</li> <li>• Bde/TF collection Requirements</li> <li>• Collection priorities discussion</li> <li>• Alibis</li> </ul>	
<b>Chair:</b> J2 Coord	<b>Lead cell:</b> J2
<b>Attendees:</b> J2 Coord, J2 CCIRM, J2 Air/MAR, Bde/TF J2 rep, JASIC Plans, DAIO,	

**ISTAR Synch**

<b>Purpose:</b> To synchronize sensor capability requirements.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Current Situation/Plans Update</li> <li>• ISTAR Synch matrix</li> <li>• ISR Requests</li> <li>• BDA assessment</li> <li>• ATO</li> <li>• Deficiency Analysis</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Update ISTAR Synch matrix</li> <li>• Prioritised ISR Request higher</li> <li>• Updated ISTAR priorities</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Current operation/plans update</li> <li>• JASIC collection update</li> <li>• Formations collection reqr</li> <li>• CAOC ISR-D ATO update</li> <li>• Round table discussion</li> <li>• Summary of ISTAR collection priorities</li> </ul>	
<b>Chair:</b> J3 ISTAR Dir/Plans	<b>Lead cell:</b> ISTAR-CC
<b>Attendees:</b> J3 ISTAR Dir/Plans, JASIC collection Manager, STA Plans, JEMCC Plans, JSSP Plans, DAIO, JASIC BDA Analyst, CAOC ISR-D Plans	

**Future Ops Synch**

<b>Purpose:</b> To synchronize future operations.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders Guidance</li> <li>• Higher Orders/FragO</li> <li>• Plans update</li> <li>• Bde/TF update</li> <li>• Enabler update</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Update Synch matrix</li> <li>• Prioritised enablers</li> <li>• Enabler gap analysis for action by coordination centres</li> </ul>
<b>Key Tasks / Agenda:</b> <ul style="list-style-type: none"> <li>• Commanders Guidance</li> <li>• Plans update</li> <li>• Bde/TF updaters</li> <li>• Enabler concerns</li> <li>• Round table discussion</li> <li>• Synchronization summary</li> </ul>	
<b>Chair:</b> J35	<b>Lead cell:</b> J35 Branch
<b>Attendees:</b> J35, J5-2, J3 Rep, Bde/TF Rep, J2 Plans, JASIC collection Manager, ISTARCC Plans, FSCC Plans, JEMCC Plans, MPCC Plans, IACC Plans, HSS Plans, J4 Plans, J6 Plans,	

**PSYOPS Synch**

<p><b>Purpose:</b> Synchronize and develop Division Information and PSYOP Operations request, and Unified Implementation Plan enduring efforts. Meeting provides forum where all enterprises and concerns are integrated into unity of effort.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• J5/J35 Plans update</li> <li>• JASIC/J2 updates</li> <li>• Bde/TF IO updates</li> <li>• Regional stability operations</li> <li>• Governance assessment</li> <li>• Political strategies</li> <li>• Current div influence priorities and programs</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated assessment on IO environment</li> <li>• Updated stratcom synch matrix</li> <li>• Updated support reqr</li> <li>• Recommended changes to IO priorities, programs and plans</li> <li>• Input to targeting WG</li> </ul>
<p><b>Key Tasks / Agenda:</b></p> <ul style="list-style-type: none"> <li>• Review Commanders Influence priorities</li> <li>• Review due-outs from last WG</li> <li>• IO environment assessment</li> <li>• Current/Plans IO activities</li> <li>• Bde/TF</li> <li>• Commanders IO priorities</li> <li>• IO assessment</li> <li>• Current/Planned IO activities</li> <li>• Required Div support</li> <li>• Review new due-outs and requirements</li> </ul>	
<p><b>Chair:</b> IATF CO</p>	<p><b>Lead cell:</b> IATF</p>
<p><b>Attendees:</b> IATF CO/staff, Bde/TF IO, Stratcom advisor, PAO, J2 Plans, J9</p>	



## Chapter 6

# Australian Army

---

Note: Glossary of all Australian abbreviations used in this chapter is included as Annex C.

---

### SECTION I: NATIONAL INTRODUCTION

- 6-1. The Australian Defence Force (ADF) has one standing deployable 2 Star HQ, the Deployable Joint Force Headquarters (DJFHQ). DJFHQ is based on the Australian Army's HQ 1st Division (HQ 1 DIV) in Brisbane, Australia. DJFHQ is responsible for the provision of a modular, scalable JTFHQ or an Australian led CJTFHQ.
- 6-2. DJFHQ retains a core staff that, with augmentation from assigned forces, can provide command and control for the planning, coordination and execution of combined and joint operations. When employed in this role the designated JTFHQ will fall under command of HQ Joint Operations Command (HQJOC).
- 6-3. DJFHQ has coordinated a number of multiagency operations both domestically and overseas in recent years, usually in the form of minor and mini JTFs. Multinational conventional war fighting exercises are held annually, to practice the Major JTFHQ under the 2 Star Commander.

### COMMAND AND CONTROL PHILOSOPHY

- 6-4. Australian command philosophy is that of mission command to allow faster, more relevant decision-making in complex, volatile environments. Mission Command relies heavily on individual judgement and tactical exertion and is based on the clear expression of the senior commander's intent and the granting of freedom to subordinates to plan and act creatively within that intent.
- 6-5. DJFHQ advocates a joint warfighting approach to effects based operations often utilising the component method of command.

### DIVISION ORGANIZATION FOR OPERATIONS

- 6-6. A JTFHQ based on DJFHQ:
- Is modular and scalable in nature and reflects the Joint Staff system. Modular supplementation of the core staff is required until full component and specialist staffs are achieved.
  - Provides connectivity to assigned force elements and component staffs, less Service specific planning tools not supported by the joint communications environment.
  - Can provide the basis of a JTFHQ (Major) to act as a Coalition HQ, a Land Component Commander or Australian National Command and Staff supplementation to a superior Coalition HQ, as described in this chapter.
- 6-7. There are no permanently force assigned manoeuvre BDEs attached to DJFHQ, however due to the size of the Australian Army, habitual relations are established through a three year force generation cycle.
- 6-8. The Australian Army is currently undergoing transformation under PLAN Beersheba which will see three Combat Brigades (CBs) formed. Their standard structure is outlined below. Army Aviation, Logistics, ISTAR, ENGR and other enablers are force assigned from Australian Army's enabling BDEs, 16 Avn BDE, 17 CSS BDE and 6 CS&ISTAR BDE respectively.

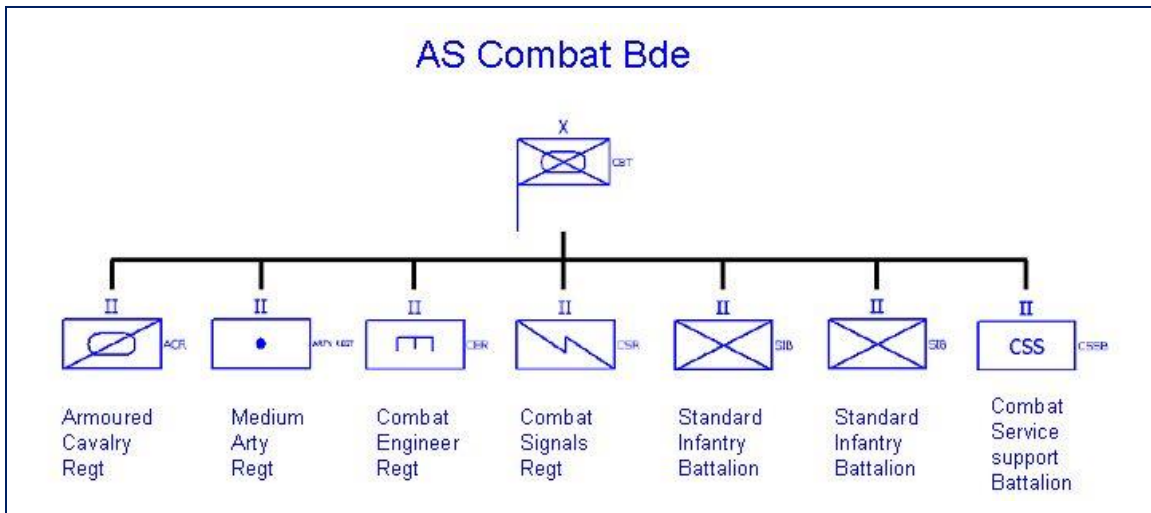


Figure 6-1. Australian Combat Bde

## NATIONAL COMMAND ELEMENTS/NATIONAL SUPPORT ELEMENT AND IMPLICATIONS

6-9. An Australian National Command Element (NCE) is appointed for all overseas deployments and exercises by HQ Joint Operations Command (HQJOC). If COMD DJFHQ is appointed as the ASNCE a small team may augment the HQ to assist with this function.

### SECTION II: COMBAT FUNCTIONS

6-10. Australian Land Warfare Doctrine describes six combat functions which are the range of actions that land forces must be able to undertake to apply land power. Success requires an appropriate balance across the range of combat functions, in response to specific circumstances.

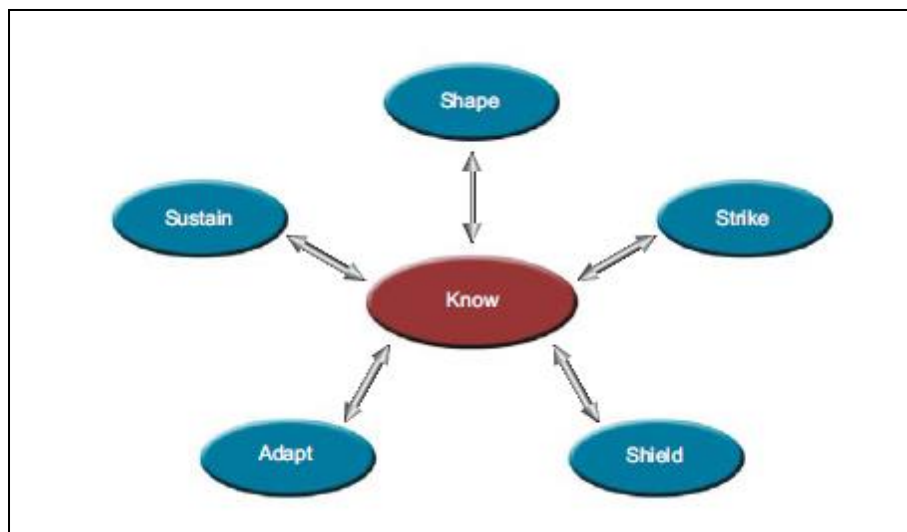


Figure 6-2. Australian combat functions

6-11. **Know.** When information is analysed, interpreted and understood, it becomes knowledge. The exploitation of knowledge, as a part of decision superiority, provides forces with a distinct advantage over the enemy.

6-12. **Shape.** Actions that delay the enemy's response or lead the enemy into inadequate responses, or prepare the friendly force so that consequent action can be more effective.

6-13. **Strike.** To apply precise discriminate, physical or non-physical force, including the use of non-lethal activities, in a timely fashion in order to achieve specific outcomes

6-14. **Shield.** To protect friendly forces, infrastructure, local population and other non-combatants where required. A wide variety of activities contribute to shielding, including signature management, movement, fire, physical protection, information actions, counter-reconnaissance operations, operational security procedures, active and passive air defence, deception and computer network defence. These are supported by a continuous and accurate assessment of threats and risks and early warning.

6-15. **Adapt.** Adaptation requires professional mastery, mental agility and flexible organisations, to respond effectively to a change in situation or task.

6-16. **Sustain.** To provide appropriate and timely support, including the provision of stocks, replacement of weapon systems and reinforcement to all forces, from deployment through the completion of assigned missions, to redeployment.

## SECTION III: HEADQUARTERS ORGANIZATION

### HEADQUARTERS ORGANIZATION

6-17. DJFHQ uses the NATO Staff system, and while the nature of the mission and the size of JTF will determine the scale of the deployed JTFHQ, the deploying command element will provide a level of capability across all the functional staff areas. The Joint nature of likely tasks has resulted in dedicated Maritime (Naval) and Air planning and operations staffs being included in the standard organisation of the 2 Star HQ.

6-18. A Major JTFHQ will comprise over 400 personnel. Commanded by a Two Star, the Major JTFHQ is formed with support from 1 SIG Regt (complete), and additional Maritime, Air, Land, SO and Logistic Component advisory staff. Augmentees will include staff from Whole of Government Agencies and other supporting nations and / or allies.

6-19. Logistics Support (medical, signal, mechanical, security, cooks, etc.)

6-20. DJFHQ maintains a basic schedule of deployable equipment at a ready condition in order to allow for deployment. This includes basic working accommodation, communications suites and first line logistics support as maintained by the direct support Signals Regiment. The level of support is scaled for each contingency as required with additional support available from enabling BDEs.

6-21. DJFHQ does not have an organic protection capability. Elements from subordinate Formations may be tasked with security of the DJFHQ as part of Rear Area Security Operations.

### MULTINATIONAL AUGMENTATION

6-22. DJFHQ routinely receives augmentation from subordinate elements to fill key positions in coordination Centres and Cells with the HQ. Where subordinate formations are contributed by another nation, HQ staff augmentation will also be required.

6-23. The Major JTFHQ structure from DJFHQ's Concept of Operations (CONEMP) of March 2015 is overleaf.

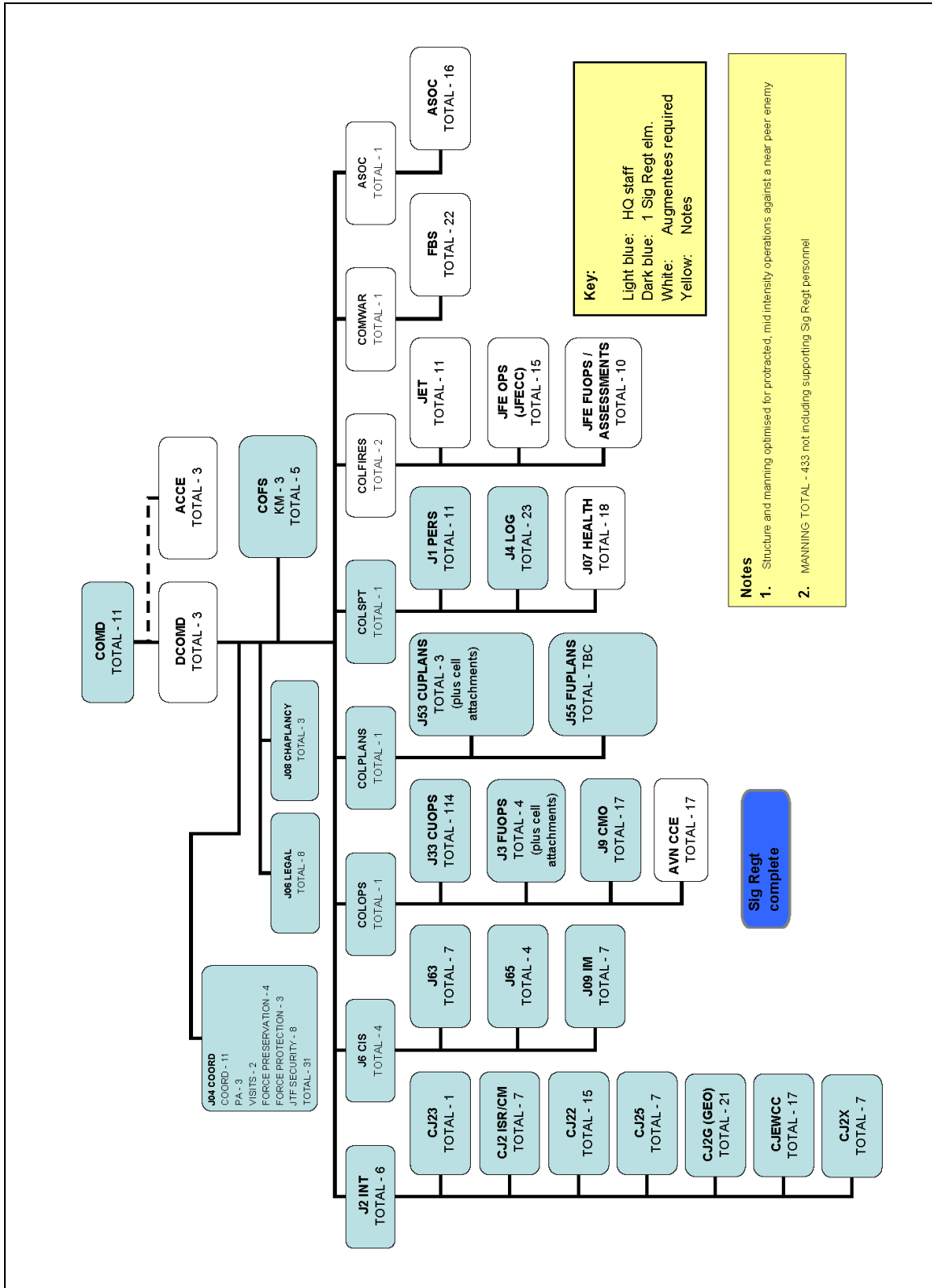


Figure 6-3. Major JTFHQ

## HEADQUARTERS STRUCTURE AND ELEMENTS

### FUNCTIONAL CELLS/BRANCHES

6-24. DJFHQ is structured in accordance with the Common Joint Staff System (CJSS) which is adapted from the NATO joint staff system. The CJSS enables:

- common functional staff structures at all levels of command;
- clear divisions of staff responsibility along functional lines;
- simplified correspondence distribution;
- flexibility in inter-HQ command and control; and
- compatibility with allies and potential coalition partners.

6-25. There are a number of coordination centres (CC) that support the functional cells and branches and these are described in detail at Annex A.

### Intelligence/Sense Cells

6-26. The Intelligence (Sense) function is performed from the J2 Branch overseen by COL OPS, but managed and led by the J2. This branch is approximately 90 personnel strong, and all functional areas of the CJ2 branch, must be “Combined Joint (CJ)” in the context of a major Combined 2-Star HQ.

6-27. The key functional areas of the CJ2 branch are:

- CJ23 – Current Intelligence;
- CJ25 – Intelligence Plans;
- CJ22 – All Sources Cell (ASC) or All Sources Intelligence Cell (ASIC); the need for Space and Red Team analysis functions has been identified within the ASC
- CJEWCC – Electronic Warfare Coordination Centre;
- J2G – Geospatial Intelligence;
- J2ISR/RCM – ISR Coordination and Requirements Collection Management;
- CJ2X – HUMINT, Counterintelligence and Exploitation. Note that a biometrics analysis function has been recognised as being required.

6-28. Supporting CC is the All Source Cell (ASC) at Annex A-1

---

[Note, to be issued at appropriate security classification.]

---

### Movement and Manoeuvre/Act Cell

6-29. DJFHQ performs the Act function from the J3 Branch coordinated by COL OPS. The J3 inclusive of the J2 provides the COMD with situational awareness and the means to command and control the JTF.

6-30. Supporting CCs include the Air Support Operations Centre at Annex A-2, and the Maritime Operations Centre at Annex A-3

### Joint Fires Element

6-31. Fires functions are coordinated by COLFIRES supported by the Joint Fires Element. The JFE is heavily augmented either by other ADF elements or coalition forces.

6-32. Supporting CCs include the Joint Fires & Effects Coordination Centre (acts as current ops cell for JFE) at Annex A-4, and Air Support Operations Centre at Annex A-2.

### Protection / Shield Cell

6-33. The JTFHQ Force Protection (FP) Cell coordinates, integrates and monitors military, civilian, joint, component, multiagency and multinational elements to reduce the threats to and minimise vulnerabilities to

assets under the protection of the JTFHQ assigned forces, to preserve freedom of action and maintain operational effectiveness.

6-34. The responsibilities of the JTF HQ Force Protection Cell include:

- Acting as the secretariat to the FP WK GP;
- Conduct force protection planning by identifying threats to and vulnerabilities of the joint force and subsequent risk;
- Coordinate the sharing of information and intelligence to stakeholders that support joint force protection;
- Issue force protection plans, policies and procedures;
- Recommend force protection priorities, alert states, FP status and postures;
- Control, coordinate and facilitate the continuous integration of force protection tasks into the operations;
- Advise on force protection related training needs; and
- Conduct Force Protection assessment.

6-35. The cell is headed by the SO1 Force Protection, with an SO2 and SO3 Force Protection drawn from all three services. The SO1 FP provides input into all applicable planning activities and works primarily with Future Plans. The SO2 FP is the secretary of the FP WG and maintains the JTF HQ Operational Risk Register (ORR). The SO3 FP works in current operations and monitors all current mission / activity risk exposures and ensures that all stated risk controls and mitigation strategies are reviewed 24 hrs prior to the activity occurring.

### **Logistics / Sustainment Cell**

6-36. The sustain function is performed by the J1 and J4 branches overseen by COL Support. The J1/4 provides personnel, logistics, and other support to maintain the JTF operation for prolonged periods.

### **Health Cell**

6-37. The health function is performed by the J07 branch overseen by COL Support. The branch's primary task is to command on behalf of the CJTF, the force assigned health elements and to provide comprehensive health advice and planning.

6-38. Supporting CC is the Deployable Health Operations Centre Annex A-6.

### **INTEGRATING CELLS/BRANCHES VIA THE THREE EVEN HORIZONS**

6-39. All DJFHQ planning is done to support the Commander's decision cycle, which drives both the planning and execution phases of the DJFHQ battle rhythm. This decision cycle depicts how the current and future operations staff determine command actions, codify them in directives, synchronise and execute them, and monitor and adjust based upon appraisal of results. Accordingly, the DJFHQ planning and execution system maintains a recognised and standard system of functional separation between plans (55 and 53), future operations (35) and current operations (33).

6-40. The current operations event horizon focuses on the "what is," and should be able to rapidly progress through the decision cycle if reqd. The JOR has staff reps from all J codes, and components and as such can conduct immediate planning if required. Current Ops directs the execution of branch and sequel plans by issuing Fragmentary Operation Orders (FRAGOs)

6-41. The future operations event horizon focuses on the "what if," and normally moves at a more deliberate rate. The CJ35 validates, refines and redirects future ops based on operational environment assessment and task execution, and is likely to manage most of the planning of branch plans, including short notice activities, and will also have responsibilities for daily FRAGO production as it modifies the plan. FUOPS prepares and issues warning orders (WARNORDs).

6-42. The future plans event horizon is focused on the “what’s next,” interacts heavily with higher headquarters planning efforts. Typically responsible for planning the next phase of ops (sequels), assessing campaign and plan progress, and validating plan assumptions. It can move much more deliberately through the decision cycle and should produce OPLANS and OPORDS.

### PLANNING HORIZONS

6-43. MNF SOPS indicate Current OPS (J33) to be out to 96 hours; Future OPS (J35) 96 – 168 hours (4 – 7days); and Future Plans (J53) beyond 7 days. The J3 Current Operations and Intelligence branches are coordinated by COL OPS from the Joint Operation Room to control operations within the next 24 hours, with the J35 Future Operations branch planning and coordinating Operations out to 72 hours.

6-44. The J5 Plans Branch consists of a J55 Future Plans branch and a J53 Current Plans branch. These two branches are coordinated by COL PLANS to plan operations beyond 72 hours and contribute planners to HQJOC contingency planning activities

### ALTERNATIVE STRUCTURE OF JTFHQ

6-45. The structure of any deployed JTFHQ will be tailored with components, specialists and advisors to meet the task and composition of the major JTF it must command. Whilst DJFHQ uses the NATO staff system of branches, its mission will dictate the size of the JTFHQ. Accordingly the deployment method of DJFHQ is flexible to ‘deconstruct and reassemble’ the JTFHQ by capability bricks. For this handbook, the Major JTFHQ is described, however the DJFHQ Concept of Operations defines a number of elements, the structure and size of which are all task dependent: Joint Recon Teams, Joint Planning Teams and Forward Command Element (FCE) / Mini JTFHQ TAC.

6-46. DJFHQ will normally deploy the FCE and Mini JTFHQ elements as preliminary steps to establishing either a Minor or Major JTFHQ and rely on the Residual element remaining out of theatre, to meet 1 Div Raise Train Sustain responsibilities.

6-47. **FCE / Mini JTFHQ.** Generally commanded by the COS 1 Div. Combined with the FCE totals approximately 90 personnel. The Mini JTFHQ’s function is to enable the COMD to conduct 24/7 operations and provide the expansion capability of the Minor or Major JTFHQ.

6-48. **Minor JTFHQ.** Minor JTFHQ is formed with additional advisory staff; staff of the J1/4, J2, J3, J5 and J5JET, J6, J07, J9 planning team (establish a CMOC if required); enhanced CIS capabilities, Maritime and Air Component staff and Land and SO Component LOs; and combined with the FCE/Mini JTFHQ totals approximately 170 personnel and is commanded by a 1 Star or O6.

6-49. **Major JTFHQ.** As described above.

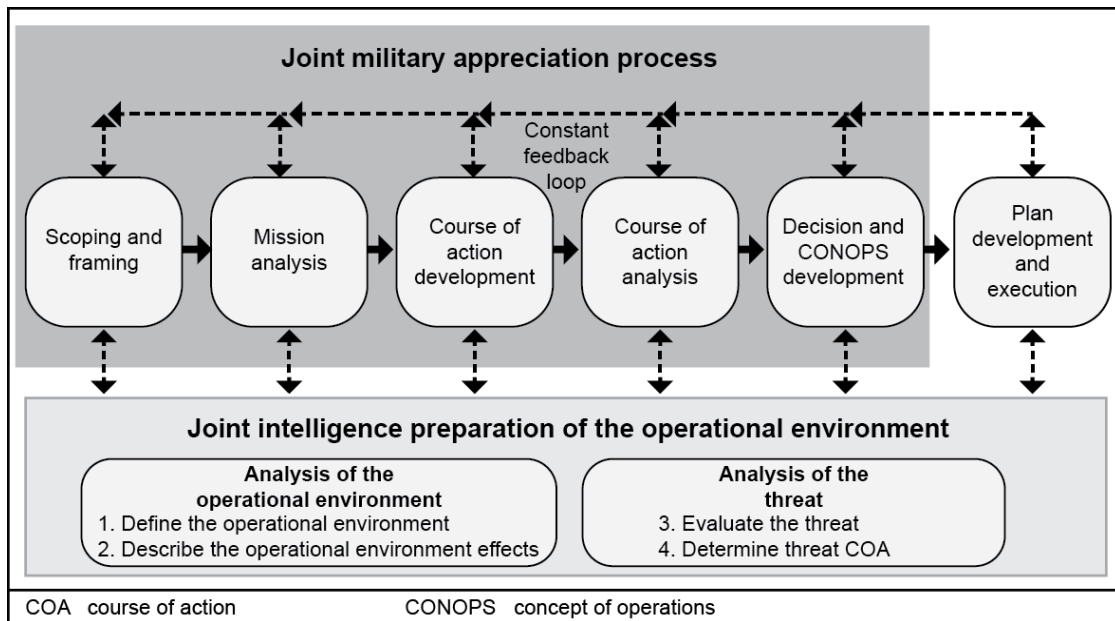
6-50. **Residual 1 Div HQ.** If the decision to deploy the Major JTFHQ is made, the Residual element is initiated with augmentation of individual staff officers. Commanded by the G1, the residual element augments its advisory staff; the staff of the G1/4, G2, G3 and G5JET, G07 and G9; and totals approximately 55 personnel. Its function is to ensure COMD 1 Div maintains his 1 Div raise train and sustain responsibilities as well as JTFHQ rotation planning.

## SECTION IV: HEADQUARTERS PROCESSES

### PLANNING AND DECISION MAKING

6-51. Whilst DJFHQ utilises extant ADF doctrine in the conduct of planning, principally the ADFP 5.01 Joint Military Appreciation Process, this planning process is closely related to equivalent planning procedures undertaken by ABCA partners.

6-52. DJFHQ planning procedures are also designed to ensure close interoperability with, and incorporation of, the key tenets of US PACOM Multinational Force Standard Operating Procedures. The JMAP is described fully in ADFP 5.0.1 and represented in Fig 4.



**Figure 6-4. Australian Joint Military Appreciation Process**

## STANDARD OPERATING PROCEDURES

6-53. The primary SOPs used by DJFHQ within a deployed JTFHQ are the Multi National Force SOPs (MNFSOPs), supplemented for appropriate detail with DJFHQ SOPs. Prior to the integration of any coalition staff into the DJFHQ headquarters, relevant extracts of DJFHQ SOPs Vols 1-3, and Vol 4 in entirety, would be provided to the staff being integrated into the headquarters. During short-notice contingencies, these procedures would be made available to coalition staff on arrival in the headquarters.

## BATTLE RHYTHM

6-54. Battle Rhythm organises the staff effort within the commander’s decision cycle and enables the interface with external organisations and stakeholders. A number of Boards and Working Groups are convened to bring focus to the staff processes in order to support planning and enable Commander decisions across 3 time horizons – now, near term, long term. They are described in detail at Annex B and listed below.

- Comprehensive Approach/ Unified Action Planning Considerations
  - Plans Board (Annex B-1)
  - Plans WG (Annex B-2)
  - Interagency WG (Annex B-3)
  - Civil Military Operations WG (Annex B-4)
  - Information Operations WG (Annex B-5)
- Joint Planning Considerations
  - Air user WG (Annex B-6)
- Refining/Assessment
  - Assessment WG (Annex B-7)
- Targeting
  - Joint Effects WG (Annex B-8)
  - Joint Effects and Coordination Board (Annex B-9)
- Intelligence, Surveillance and Reconnaissance



- Collection WG (Annex B-10)
- Force protection
  - Force Protection WG (Annex B-11)
  - Rules of Engagement WG (Annex B-12)
- Sustainment
  - Sustainment WG (Annex B-13)

## EXECUTION/BATTLE MANAGEMENT

6-55. Battle management and execution is managed by the J33 Current operations branch. Continuous watches, including augmentees from other services and branches, commanded by Battle Captain's coordinate battle tracking, manage RFIs and CCIRs.

### SECTION V: APPLICABLE NATIONAL MANUALS / PUBLICATIONS / STANDARDS

6-56. DJFHQ operations IAW with the following manuals:

- Joint and Coalition:
  - ADDP-D Foundations of Australian Military Doctrine
  - ADDP 00.1 Command and Control
  - ADDP 00.3 Coalition Operations
  - ADDP 3.0 Campaigns and Operations
  - ADDP 5.0 Joint Planning (Provisional)
  - ADFP 5.0.1 Joint Military Appreciation Process (AL1)
  - ADDP 06.1 Rules of Engagement
  - ADDP 3.13 Information Activities
  - ADDP 3.14 Targeting
  - US Joint Publication 3-33 Joint Task Force Headquarters
  - ABCA Coalition Operations Handbook Ed 5 AL#1 of 6 Feb 2013
  - Multi National Force SOPs (MNF SOPs)
- Army:
  - LWD-1 The Fundamentals of Land Power
  - LWD 1-0 Personnel Support
  - LWD 1-2 Combat Health Support
  - LWD 2-0 Intelligence
  - LWD 3-0 The Conduct of Land Operations
  - LWD 4-0 Combat Service Support
  - LWP 5-1-4 The Military Appreciation Process (for Single Service planning)
  - LWD 6-0 Signals

### SECTION VI: SUMMARY

6-57. The JTFHQ is ideally formed around an established command structure. ADF uses the DJFHQ, however not all JTFs have the same mission, and hence the organisations and manning will be different. One size does not fit all. Pre-existing relationships with interagency and multinational partners, and the deployment of LOs are critical to the initial forming of the HQ. The effectiveness of this is also enhanced when supported by a logical organisational design and solid staff procedures.

6-58. DJFHQ is a modular HQ that, with augmentation from assigned forces, can provide command and control for the planning, coordination and execution of ABCA coalition joint operations.

- 6-59. ANNEX A: Coordination Centres
- 6-60. ANNEX B: Boards and Working Groups
- 6-61. ANNEX C: Glossary of Australian terms and abbreviations

## ANNEX A: COORDINATION CENTRES

### AUSTRALIAN DJFHQ – ALL SOURCE CELL

<i>Australian DJFHQ – All Source Cell</i>	
<b>Purpose:</b> TBI	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd RFIs</li> <li>•</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<b>Key Tasks:</b>	
<b>WGs:</b>	
<b>Force Gen:</b> (Standing, Augmented etc)	

**AUSTRALIAN DJFHQ – AIR SUPPORT OPERATIONS CELL (ASOC)**

<i>Australian DJFHQ – Air Support Operations Cell (ASOC)</i>	
<p><b>Purpose:</b> The ASOC coordinates the employment of sorties allocated to the CJTF or JFLCC and provides a mechanism for dynamic reprioritisation and redistribution of pre-planned sorties, along with a portal for submission of immediate air support requests.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>Coordinates employment of sorties allocated to the CJTF.</li> </ul> <p>Note: TACS agencies do not arrange for pre-planned air support—that is an J3/ALIC function.</p> <ul style="list-style-type: none"> <li>TACS agencies represent and are commanded by the C/JFACC, not the supported element.</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>Dynamic reprioritisation / redistribution of pre-planned sorties via Joint Air Request Net (JARN) including launch of Ground Alert aircraft.</li> <li>Portal for submission of immediate air support requests via JARN.</li> </ul>
<p><b>Key Tasks:</b> The ASOC provides airpower advice to the component commander (CC) and staff, and is responsible for coordinating, tasking, de-conflicting and approval of offensive airpower required by the component. Where air missions have been assigned in support of the component, the ASOC may control the distribution or launch/commit authority of those missions to meet the CC priorities and scheme of manoeuvre.</p>	
<p><b>WG memberships:</b> Air User WG, Assessment WG, Joint Effects WG, Joint Effects and Coordination Board (JECB), Collection WG, Force Protection WG and Sustainment WG.</p>	
<p><b>Force Gen:</b></p> <pre> graph TD     Director[Director ASOC / DALO] --&gt; ASO[ASO]     Director --&gt; SOPSO[SOPSO]     Director --&gt; SACLO[SACLO]     Director --&gt; CLK[CLK]     Director --&gt; PLANS[PLANS]          ASO --&gt; OASLO[OASLO]     ASO --&gt; ISRLO[ISRLO]     ASO --&gt; AELO[AELO]          OASLO --&gt; AMLO[AMLO]     OASLO --&gt; TADLO[TADLO]          ISRLO --&gt; CSLO[CSLO]          SOPSO --&gt; OPSO1[OPSO 1]     SOPSO --&gt; OPSO2[OPSO 2]          SACLO --&gt; ACLO1[ACLO 1]     SACLO --&gt; ACLO2[ACLO 2]          CLK --&gt; CIS[CIS]          PLANS -.-&gt; JPRC[JPRC*]     PLANS -.-&gt; 1CCS[1CCS LO*]     </pre>	
<p>1CCSLO AELO ALIC AMLO CSLO JFLCC</p>	<p>1 Combat Communications Liaison Officer Aeromedical Evacuation Liaison Officer Air Land Integration Centre Air Mobility Liaison Officer Combat Support Liaison Officer Joint Force Land Component Commander</p>
<p>JPRC OASLO SACLO SOPSO TACS</p>	<p>Joint Personnel Recovery Cell Offensive Air Support Liaison Officer Senior Airspace Coordination Officer Senior Operations Officer Theatre Air Control System</p>
<p><b>Note:</b> augmentee</p>	

**AUSTRALIAN DJFHQ – MARITIME OPERATIONS CENTRE**

<i>Australian DJFHQ – Maritime Operations Centre</i>	
<p><b>Purpose:</b> The Maritime Operations Centre (MOC) principally expands the functional capability of the maritime commander allowing them the ability to manage any allocated or assigned forces under their command and control while at the same time providing enduring oversight and planning capabilities. The MOC goal is to provide an effective and efficient structure to support the Commander's decision making process.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• CJTF Orders and plans</li> <li>• JTF targeting product</li> <li>• JTF Intelligence product</li> <li>• Subordinate CTF RFF/RFI/Briefs/Plans</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Input into JTF plans</li> <li>• Input into JTF Orders</li> <li>• As req – Issue of DIMS to subordinate CTF</li> </ul>
<p><b>Key Tasks:</b> Manage and display force's COP, Monitor execution of maritime operations, Provide I&amp;W including the receipt, processing, initial analysis and rapid dissemination of time sensitive maritime and littoral intelligence, Support JTF intelligence effort, Support subordinate CTF intelligence efforts, Synchronize, coordinate, de-conflict and/or integrate maritime operations into the joint force, Support the drafting and release of Orders including FRAGO and DIMS, Provide METOC support, Develop phased and synchronised plans, Synchronize and coordinate deliberate and dynamic maritime fires, Support JTF targeting, Support JTF assessment process, represent CTF fires requirements and priorities, Monitor prosecution of maritime targets, Manage maritime logistic requirements, provide guidance and oversight for subordinate CTF logistics support operations, Support JTF planning, Support operational/campaign assessment, and provide communications guidance to assigned subordinate CTF.</p>	
<p><b>WGs:</b> Assessment WG, Joint Effects WG, Joint Effects and Coordination Board (JECB), Collection WG, Force Protection WG, Sustainment WG, Air Users WG, ROE WG.</p>	
<p><b>Force Gen:</b> The primary maritime staff for the DJFHQ are sourced through the FBS. The FBS N codes provide the core staff within the MOC.</p>	
<p>DIMS Daily Intention Messages FBS Fleet Battle Staff FRAGO Fragmentary Order METOC Meteorological Operations Centre</p>	<p>N Naval (within a title) RFI Requests for Information ROE Rules of Engagement</p>
<p><b>Note:</b> *augmentee</p>	

**AUSTRALIAN DJFHQ – JOINT FIRES AND EFFECTS COORDINATION CENTRE (JFECC)**

<i>Australian DJFHQ – Joint Fires and Effects Coordination Centre (JFECC)</i>	
<p><b>Purpose:</b> The Joint Fires and Effects Coordination Centre coordinates, deconflicts and integrates joint effects on behalf of Comd JTF within the assigned battlespace.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Approved JIPTL</li> <li>• Approved TST List</li> <li>• Approved HPTL</li> <li>• Approved ISR Synch Plan and Collection Plan</li> <li>• Approved RTL/NSL</li> <li>• Approved FSCMs</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Proposed changes to Battlespace Coordination Measures</li> <li>• Consolidated draft component target nominations</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• integrate and synchronise joint fire support (lethal and nonlethal), with other major elements of the operation such as manoeuvre, information operations (IO), special operations, and logistics</li> <li>• recommend, coordinate, review, designate, and disseminate fire support coordination measures, manoeuvre control measures, and airspace coordinating measures;</li> <li>• ensure that rules of engagement (ROE) and the laws of armed conflict (LOAC) are adhered to</li> <li>• disseminate approved targeting guidance and priorities to subordinate commands and staff</li> </ul>	
<p><b>WGs:</b> JEWG, IOWG, JECB</p>	
<p><b>Force Gen:</b> Standing DJFHQ JET Cell augmented for Operations</p>	

**AUSTRALIAN DJFHQ – DEPLOYABLE HEALTH OPERATIONS CENTRE**

<i>Australian DJFHQ – Deployable Health Operations Centre</i>	
<p><b>Purpose:</b> The Deployable Health Operations Centre contributes to operational success through conservation of personnel, preservation of life and minimisation of physical and mental disabilities. It contributes to both force protection and morale through the prevention of injury and disease, coordinating rapid evacuation and treatment of sick and injured.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• FHP advice to CJTF.</li> <li>• Collect medical lessons to inform force preparation and to enhance clinical interventions</li> <li>• Review subordinate medical plans and operations</li> <li>• Aggregate and coordinate health surveillance of the deployed force</li> <li>• Monitor the JTF health logistics system</li> <li>• Undertake JAO-level HSS and FHP planning</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Coordinate intra-theatre casualty evacuation, regulation and patient tracking</li> <li>• Implement and monitor JTF clinical governance standards</li> <li>• Ensure responsive health support to the deployed force</li> <li>• Undertake medical liaison with other in-theatre medical providers</li> <li>• Conduct collaborative HSS and FHP planning with other DOD agencies, Australian government departments, host nation and multinational partners; including NGOs</li> </ul>
<p><b>Key Tasks:</b> Monitor and manage five primary subsystems of the Deployable Operational Health System:</p> <ul style="list-style-type: none"> <li>• Common Health Picture</li> <li>• Joint Trauma System</li> <li>• Force Health Protection System</li> <li>• Health Knowledge System</li> <li>• Health Materiel System</li> </ul>	
<p><b>WGs:</b> Health rep will attend the Interagency WG and Sustainment WG on a daily basis. Health representation at other WG may be required.</p>	
<p><b>Force Gen:</b> Standing</p>	

## ANNEX B: BOARDS AND WORKING GROUPS

### AUSTRALIAN DJFHQ – PLANS BOARD

<i>Australian DJFHQ – Plans Board</i>	
<b>Purpose:</b> Plans Board gains COMD guidance and decision to synchronise staff. TBC.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Situation update</li> <li>• Recommendations from Plans WG</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• COMD Guidance</li> <li>• Approved COA</li> </ul>
<b>Key Tasks:</b>	
<b>Chair:</b> COMD, DCOMD	<b>Lead cell:</b> J5
<b>Attendees:</b>	

### AUSTRALIAN DJFHQ – PLANS WG

<i>Australian DJFHQ – Plans WG</i>	
<b>Purpose:</b> TBI	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Key Tasks:</b>	
<b>Chair:</b>	<b>Lead cell:</b>
<b>Attendees:</b>	

### AUSTRALIAN DJFHQ – INTERAGENCY WG

<i>Australian DJFHQ – Interagency WG</i>	
<b>Purpose:</b> TBI	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>•</li> </ul>
<b>Key Tasks:</b>	
<b>Chair:</b>	<b>Lead cell:</b>
<b>Attendees:</b>	

**AUSTRALIAN DJFHQ – CIVIL MILITARY OPERATIONS (CMO) WG**

<i>Australian DJFHQ – Civil Military Operations (CMO) WG</i>	
<p><b>Purpose:</b> Civil Military Operations (CMO) WG coordinates with Australian WOG/MN/IC/HN stakeholders to:</p> <ul style="list-style-type: none"> <li>• De-conflict military combat operations with civil dimension,</li> <li>• Establish priorities for ADF support to Population Protection, Population Support and Indigenous Capacity Building actions.</li> <li>• Collaborate to achieve tasks within areas of mutual interest</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Higher headquarters CMO situation reports</li> <li>• Subordinate CIMIC elements reports or updates</li> <li>• Battle damage assessment</li> <li>• RFAs - HA and host nation expectations and requests –Information operations themes and messages (from info ops WG)</li> <li>• Prioritised logistic resource including Emergency Relief Stocks &amp; distribution</li> <li>• Current and future operations updates (from COMD's update brief)</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Updated Humanitarian Situation – for inclusion in CUB slides</li> <li>• Updated Stabilisation Situation – for inclusion in CUB slides</li> <li>• Updated Stakeholder Analysis (including Liaison Architecture and Contact List)</li> <li>• Updated RFI register</li> <li>• Review BDA register &amp; grievance resolution options</li> <li>• Updated RFA register</li> <li>• Review Quick Impact Project (QIP) register</li> <li>• Inputs into J35 and J5 planning products</li> <li>• Provide inputs to JEWG</li> <li>• Provide guidance to CMOC and CIMIC elements (formally tasked through J3)</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Update stakeholders on: the civil dimension, effects of military operations, and prioritised military support efforts</li> <li>• Review (and input to) current and emerging plans</li> <li>• Synchronise or de-conflict stakeholder priorities activity and priorities</li> </ul>	
<b>Chair:</b> J9	<b>Lead cell:</b> J9
<p><b>Attendees:</b> J06, J08, J1, J92, J93, J935, J43, J953, J955, J9JET (IO and PAO), Engr, OIC CMOC, Australian WOG reps (AFP, ACC, DFAT), As Required (rep requested): POLAD J04, J05 J07, J09, J6, LOs (from flanking and subordinate HQ), UN CM Coordination, subordinate CIMIC elements, JPM</p>	



**AUSTRALIAN DJFHQ – INFORMATION OPERATIONS (IO) WG**

<i>Australian DJFHQ – Information Operations (IO) WG</i>	
<p><b>Purpose:</b> The IO working group (IOWG) integrates the broad range of potential IO actions and activities that contribute to the JTF desired end state for an operation. IOWG interacts with specialist representatives from JTF staff, each IRC representative, component, and supporting agencies responsible for integrating capabilities and related activities. The IOWG coordinates staff elements and/or components represented in the IOWG to facilitate the detailed support necessary to plan and coordinate IO</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Strategic Communication Guidance</li> <li>• Targeting Directive – Higher HQ</li> <li>• ROE</li> <li>• Commander’s Guidance (from JECB)</li> <li>• Intelligence Update – J2 Rep</li> <li>• JIPOE/JIPB</li> <li>• Information Domain Specific</li> <li>• Current Ops Update – J3 Rep</li> <li>• Own Force Preparedness States</li> <li>• Effects Objectives and Tasks – J39</li> <li>• IO Objectives, Themes and Messages – J39</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• IO Objectives, Themes, Messages</li> <li>• IO Tasks &amp; Sub-tasks</li> <li>• IO Constraints / Restraints / Risks</li> <li>• IO related CCIRs</li> <li>• Measures of Effectiveness</li> <li>• Target Development and Prioritisation</li> <li>• IO Synchronisation</li> <li>• IO CONOPs Updates</li> <li>• Supplemental ROE Requests</li> <li>• IO related Shortfalls Identified</li> <li>• J39 brief for next JEWG</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Intelligence update.</li> <li>• Assessment</li> <li>• Current operations.</li> <li>• Future operations.</li> <li>• IRC update. Changes in key capabilities and/or equipment, tasks that will not execute on time and any resource requirements the IOWG must assist with.</li> <li>• Subordinate update.</li> <li>• Conclusion. Summarises main point and any carry forward items</li> </ul>	
<p><b>Chair:</b> J39 IO OFFR</p>	<p><b>Lead cell:</b> J39</p>
<p><b>Attendees:</b> J2, J3 (Current IO), J35 (IO FUOPs), J39 (IO Plans), J6 (EW), Cyber, CMO, MPA, PSYOPs</p>	

**AUSTRALIAN DJFHQ – AIR USER WG**

<i>Australian DJFHQ – Air User WG</i>	
<b>Purpose:</b> Air User WG is a primary forum for deconflicting and prioritising air and airspace support for JTF and its subordinate formations.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Air Support Requests.</li> <li>• Airspace Requests.</li> <li>• Army Aviation Missions.</li> <li>• Organic Army Aviation ISR Missions.</li> <li>• ACO.</li> <li>• ATO.</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Prioritised Air Request Register for JTF</li> <li>• Organic Aviation Basing Report.</li> </ul>
<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Review of Air Support Requests from subordinate formations.</li> <li>• Review of Air Space Requests from subordinate formations.</li> <li>• Synchronisation with Air ISR Collection Requirements.</li> <li>• Deconfliction with Army Aviation Operations</li> </ul>	
<b>Chair:</b> COL Fires	<b>Lead cell:</b> JFE Plans
<b>Attendees:</b> ASOC ACE, ASOC OPS, J2 Collection Manager, AVN LO, UAS LO, RANLO	

**AUSTRALIAN DJFHQ – ASSESSMENT WG**

<i>Australian DJFHQ – Assessment WG</i>	
<b>Purpose:</b> Assessment WG measures campaign progress against the expected progress.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Effect defined</li> <li>• Base line</li> <li>• Stakeholders and data input</li> <li>• Quantify unknown factors</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Advise COMD on framing Operational Effect (OE)</li> <li>• Articulate Measure of Effect (MOE)</li> <li>• Design Measure of Performance (MOP)</li> <li>• Assist war game by confirming OE is achieved and track war game progress</li> <li>• Adjust expectation models throughout the planning process</li> <li>• Include situation awareness, confidence of input data and unknown factors in consideration</li> <li>• Highlight to COMD the key timing and achievements for the success of the campaign</li> <li>• Assign stakeholders and collection agencies for each MOP</li> <li>• Track progress of campaign against expectation model</li> <li>• Interpret data and draw conclusions on the progress of the campaign at any given time through out the campaign</li> </ul>
<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Articulate the effects the COMD want to achieve</li> <li>• Model expected progress of the campaign</li> <li>• Articulate MOE</li> <li>• Design MOP</li> <li>• Involve stakeholders and SME in the design and tracking of assessment</li> <li>• Advise the COMD the progress of the campaign at any given time through out the campaign</li> </ul>	
<b>Chair:</b> J5	<b>Lead cell:</b> JET
<b>Attendees:</b> J2, J2-Collections, J3, J35, J4, IO, J06, J9, Air, MCC, SF, Interagency reps	

**AUSTRALIAN DJFHQ – JOINT EFFECTS WG**

<i>Australian DJFHQ – Joint Effects WG</i>	
<b>Purpose:</b> Joint Effects WG identifies, validates and de-conflicts target nominations as an input to the Joint Effects Coordination Board (JEC-B).	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Current JIPTL</li> <li>• ISR Plan</li> <li>• IO Plan</li> <li>• Combat Assessment</li> <li>• Joint Guidance, Apportionment and Targeting (JGAT)</li> <li>• Standing DJFHQ JET Cell augmented for Operations</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Draft JIPTL</li> <li>• Draft ISR Plan (Effects related)</li> <li>• Draft Offensive IO Plan</li> <li>• Combat Assessment Plan</li> <li>• Draft JGAT</li> <li>• Proposed changes to Battlespace Coordination Measures</li> </ul>
<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Review and update the JIPTL</li> <li>• Review and update the ISR Plan in relation to joint effects targeting</li> <li>• Review and update the joint effects component of the IO Plan</li> <li>• Review and update Combat Assessment assets, tasks and results</li> <li>• Review and update Joint Guidance, Apportionment and Targeting (JGAT)</li> <li>• Review and update Battlespace Coordination Measures (BCM)</li> </ul>	
<b>Chair:</b> COLFIRES	<b>Lead cell:</b> JFE
<b>Attendees:</b> COLFIRES (Chairman), SO2 JET (Secretary), J3, Branch staff (as available), J2 (Collection Manager), FBS Rep, DALO, Fmn representatives, SF Rep, AAvn LO, Engr LO, EWLO, PSYLO, CIMIC Officer, JFECCLO, ISTARLO, GBADLO, J06 Legal Officer, Other specialist LO's (as required)	

**AUSTRALIAN DJFHQ – JOINT EFFECTS AND COORDINATION BOARD (JECB)**

<i>Australian DJFHQ – Joint Effects and Coordination Board (JECB)</i>	
<b>Purpose:</b> COMD's approval of the JIPTL, modifications to the Restricted Target List (RTL) and No Strike List (NSL), IO plan, ISR plan, apportionment recommendations, dynamic targeting recommendations, amendments to the Battlespace Coordination Measures (BCMs) and confirmation of Joint Guidance, Apportionment and Targeting (JGAT).	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commanders Guidance, CCIRs</li> <li>• Draft JIPTL</li> <li>• Recommended ISR Synchronisation Plan and Collection Plan</li> <li>• Joint Targeting Toolbox (JTT) Inputs</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Approved JIPTL</li> <li>• Approved ISR Synch Plan and Collection Plan</li> <li>• Approved JGAT</li> <li>• Approved recommendations for amendments to RTL and NSL</li> <li>• ATO Updates</li> </ul>
<b>Key Tasks:</b> <ul style="list-style-type: none"> <li>• Approve the JIPTL</li> <li>• Deconflict and prioritise ISR collection requirements submitted by the COLLECTION WG</li> </ul>	
<b>Chair:</b> COLFIRES	<b>Lead cell:</b> JFE
<b>Attendees:</b> COMD, COLFIRES (Chairman), SO2 JET (Secretary), J3, J2, DALO, FBS Rep, Fmn Representatives, SF Rep, AAvn LO, Engr LO, Target Intelligence Officer, J06 Legal Officer, Specialist LO's as reqd	

**AUSTRALIAN DJFHQ – COLLECTION WG**

<i>Australian DJFHQ – Collection WG</i>	
<p><b>Purpose:</b> The Collection Working Group is to;</p> <ul style="list-style-type: none"> <li>• assist the CRM and ISR staff manage and update the collection and ISR plan,</li> <li>• facilitate the prioritisation and coordination of Collection Requirements (CR) and ISR requirements nominated by component and assigned elements with the JTF COMD's CR,</li> <li>• de-conflict assets allocation and consider issues impacting on collection and national agency tasking.</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Intelligence Update</li> <li>• Ops update</li> <li>• ISR and Collection Management requests</li> <li>• JIPTL</li> <li>• ISR requests and Collection Requirements</li> <li>• ISR platform availability and shortfalls</li> <li>• Draft ISR Synchronisation Matrix and Collection Requirement Prioritisation</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• ISR Synchronisation Plan</li> <li>• Recommended Joint Integrated Prioritised Collections List (COMD approval at the JECB),</li> <li>• Collection and ISR plan updated Collection requests</li> <li>• Draft tasking messages</li> <li>• Updated NA/TAI overlay/</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Summary of previous 24 hours ISR operations and information collected against Collection Requirements (delivered by SO2/ SO3 RCM),</li> <li>• Intelligence Update (SO2 Current Intelligence),</li> <li>• Current Ops Update (SO2 Current Ops),</li> <li>• FUOPs Update (SO2 FUOPs),</li> <li>• JIPTL (SO2 Joint Effects),</li> <li>• Identify ISR and Collection Requirement requests (SO2/ SO3 RCM, SO2 Current Ops, SO2 FUOPs, SO2 Plans, SO2 Joint Effects, Subordinate elements RCM), and</li> <li>• Prioritise ISR and Collection Requirements (WG Chair).</li> </ul>	
<p><b>Chair:</b> J2</p>	<p><b>Lead cell:</b> J2</p>
<p><b>Attendees:</b> J2, (Chairperson), SO2 ISR (Facilitator and Chair in J2 absence), SO3 CRM, (Co- Facilitator), CRM-RFI Manager, DALO, RANLO, SOLO, SO2 Current Operations, SO2 Future Operations, SO2 Joint Effects, SO2 Plans, SO2 Current Intelligence, SO2 Information Operations, and National Agency Liaison Officers.</p>	

**AUSTRALIAN DJFHQ – FORCE PROTECTION WG**

<i>Australian DJFHQ – Force protection WG</i>	
<p><b>Purpose:</b> Force protection WG reduces the threats to and minimise vulnerabilities to assets under the protection of the JTF HQ assigned forces, preserves freedom of action and maintains operational effectiveness. The following sections may be headed under the Force Protection:</p> <ul style="list-style-type: none"> <li>• Protective Security</li> <li>• Safety</li> <li>• Deployed Operational Health Support</li> <li>• Counter Explosive Hazards</li> <li>• Physical Force Protection</li> <li>• CBRN</li> <li>• Fratricide Avoidance</li> <li>• Incident Response and Consequence Management</li> <li>• Maritime Force Protection</li> <li>• Counter Air</li> <li>• Joint Personnel Recovery</li> <li>• Force Protection Training</li> </ul>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• COMD JTF guidance and priorities</li> <li>• Higher Comd OPORD / FRAGO</li> <li>• FP Briefs and reports</li> <li>• Future Plans</li> <li>• Other Govt Agencies reports</li> <li>• Operational Planning Teams</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Manage JTF Operation risk register</li> <li>• Daily risk update brief to JTF CUB</li> <li>• Briefs and FP reports to supported HQs</li> <li>• Briefs and FP reports to planning teams</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Review, monitor and if necessary rpt by exception on COMD JTF FP priorities</li> <li>• Rpt any significant trends or incidents affecting FP</li> <li>• Maintain JTF Operational Risk Register</li> <li>• Lead the staff effort to identify vulnerabilities and ensure the appropriate disciplines participate in planning processes at all levels within the HQ</li> <li>• Rpt on the attainment of all FP deliverables and effects</li> </ul>	
<p><b>Chair:</b> SO1 Force Protection</p>	<p><b>Lead cell:</b> Force Protection</p>
<p><b>Attendees:</b> Command Security Advisor (CSA), All FP Cell, Prov Marshal Rep, J33, J35, J53, ENGR, J9, J4 – Health, J2, J6, AIR/MAR Augments – JET, J06, SOLO, JO7, JEWCC, JO9, JO8, J7, J8, J1</p>	

**AUSTRALIAN DJFHQ – RULES OF ENGAGEMENT WG**

<i>Australian DJFHQ – Rules of Engagement WG</i>	
<p><b>Purpose:</b> Rules of Engagement WG evaluates current ROE and OFOF in terms of ROE suitability for sustained operations, determines a common understanding of ROE, and considers appropriate ROE amendments to meet changing operational requirements.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Extant ROE</li> <li>• Targeting Directive</li> <li>• Detention Directive</li> <li>• Current updates from J3, DALO and/or COFS FBS</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• Draft decision brief for COMD CJTF 666 recommending any required changes to extant ROE</li> <li>• Draft ROE REQ (J3 and J06)</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Assess current ROE in light of operational requirements</li> <li>• Draft decision brief for COMD CJTF 666 recommending any required changes to extant ROE</li> <li>• Draft ROE REQ (J3 and J06)</li> <li>• Agenda:</li> <li>• Current Ops brief</li> <li>• Review of current ROE</li> <li>• Discussion on changed ops circumstances</li> <li>• Analysis of suitability of current ROE</li> <li>• Proposal for ROE REQ</li> </ul>	
<p><b>Chair:</b> J3</p>	<p><b>Lead cell:</b> J06</p>
<p><b>Attendees:</b> J2, J5, J7/9, DALO, COS FBS, and other pers as required)</p>	

**AUSTRALIAN DJFHQ – SUSTAINMENT WORKING GROUP**

<i>Australian DJFHQ – Sustainment Working Group</i>	
<p><b>Purpose:</b> Sustainment Working Group coordinates the sustainment effect (log, pers, hlth and other spt) for JTF to support current ops, future ops, and plans as well as branches and sequels to the current JTF Lines of Operation. This working group could also be used as a forum to conduct a JPG.</p>	
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• J35 Plans and OPORDS</li> <li>• JPG products</li> <li>• CUB outcomes and direction</li> <li>• R2 products</li> <li>• Intel and J33 Situational Events</li> <li>• External or internal mbr requests or agenda items</li> <li>• J5 Planning</li> </ul>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>• CSS Plans and Concepts to spt J35 plans and OPORDS</li> <li>• Decision support Matrix</li> <li>• Input to JPG – Concept / feasibility/ limitations/ Risk</li> <li>• Input to daily FRAGO.</li> <li>• TASKORDS</li> <li>• Formal requests for support</li> <li>• CUB SA</li> <li>• Key issues from subordinate organisations</li> </ul>
<p><b>Key Tasks:</b></p> <ul style="list-style-type: none"> <li>• Confirm internal and external support requirements:</li> <li>• 24, 48, 72 hr+</li> <li>• Coordinate support requirements by mode and agency</li> <li>• Maintain SA for both CLG and JTF of respective activities, restrictions and constraints.</li> <li>• Confirm HADR support requirements.</li> <li>• Back brief on current planning activities.</li> <li>• Inform respective CUB and align priorities</li> </ul>	
<p><b>Chair:</b> COL Support</p>	<p><b>Lead cell:</b> J1 and J4</p>
<p><b>Attendees:</b> J1,4,9,07, MP, 40, 43,435,45,ASOC, Force Engr, CMCC, CLG, HQ CLG (OPS, PLANS, SHO), N1/4, CIMIC, Subordinate HQ Pers Log Staff</p>	

## ANNEX C: AUSTRALIAN GLOSSARY

<b>1CCS LO</b>	1 Combat Communications Liaison Officer
<b>AAvn</b>	Army Aviation
<b>AELO</b>	Aeromedical Evacuation Liaison Officer
<b>AFP</b>	Aust Federal Police
<b>AGO</b>	Australian Geospatial Organisation
<b>ALIC</b>	Air Land Integration Centre
<b>AMLO</b>	Air Mobility Liaison Officer
<b>ASOC</b>	Air Support Operations Cell
<b>BDA</b>	Battle Damage Assessment
<b>C</b>	Combined (within a title)
<b>CIMIC</b>	Civil Military
<b>CIS</b>	Communications Information Support
<b>CJ2X</b>	Combined Joint Humint Coordinator
<b>CLG</b>	Commander Logistic Group
<b>CM</b>	Collection Manager
<b>CMOC</b>	Civil Military Operations Centre
<b>COFS</b>	Chief of Staff
<b>COL</b>	Colonel
<b>COLFIRES</b>	Colonel i/c Fires branch
<b>COP</b>	Common Operating Picture
<b>CSLO</b>	Combat Support Liaison Officer
<b>DCOFS</b>	Deputy Chief of Staff
<b>DFAT</b>	Dept of Foreign Affairs & Trade
<b>DIMS</b>	Daily Intention Messages
<b>DJFHQ</b>	Deployable Joint Force Head Quarters
<b>FBS</b>	Fleet Battle Staff (Navy)
<b>FHP</b>	Force Health Protection
<b>FRAGO</b>	Fragmentary Order
<b>FUOP</b>	Future Operation (J35)
<b>HQ</b>	Headquarters
<b>HSS</b>	Health Support Services
<b>J</b>	Joint (within a title)
<b>J0</b>	Command & Coordination
<b>J04</b>	HQ Commanding Officer & Coordination branch
<b>J06</b>	Legal
<b>J07</b>	Health
<b>J08</b>	Chaplaincy



<b>J09</b>	Info Management
<b>J1</b>	Personnel
<b>J2</b>	Intelligence
<b>J3</b>	Operations
<b>J4</b>	Logistics
<b>J5</b>	Planning
<b>J6</b>	Communications
<b>J7</b>	Training
<b>J8</b>	Evaluation
<b>J9</b>	Finance
<b>JECB</b>	Joint Effects Coordination Board
<b>JET</b>	Joint Effects & Targeting
<b>JEWCC</b>	Joint Electronic Warfare Coordination Centre
<b>JFE</b>	Joint Fires Element
<b>JFECC</b>	Joint Fires Element Coordination Centre
<b>JFLCC</b>	Joint Force Land Component Commander
<b>JPTL</b>	Joint Intelligence Prioritised Target List
<b>JPRC</b>	Joint Personnel Recovery Cell
<b>JTF</b>	Joint Task Force
<b>LO</b>	Liaison Officer
<b>MCC</b>	Maritime Component Commander
<b>METOC</b>	Meteorological Operations Centre
<b>N</b>	Naval (within a title)
<b>OASLO</b>	Offensive Air Support Liaison Officer
<b>POLAD</b>	Political Advisor, Dept of Defence
<b>RCM</b>	Requirements Collection Manager
<b>RFI</b>	Request for Information
<b>ROE</b>	Rules of Engagement
<b>SA</b>	Situational Awareness
<b>SACLO</b>	Senior Airspace Coordination Officer
<b>SO2</b>	Staff Officer grade 2 (O4 – Major equiv)
<b>SOLO</b>	Special Operations Liaison Officer
<b>SOP</b>	Standard Operating Procedures
<b>SOPSO</b>	Senior Operations Officer
<b>TACS</b>	Theatre Air Control System
<b>WK</b>	Watch-keeper
<b>WOG</b>	Whole of Government

## Chapter 7

# New Zealand Army

### SECTION I: INTRODUCTION

#### EXECUTIVE SUMMARY

7-1. The New Zealand Defence Force maintains a one-star level standing Headquarters Deployable Joint Inter-Agency Task Force (HQ DJIATF) with the ability to interact, engage and command within Coalition, Multi-Agency or stand-alone environments as individuals, small teams or as a full deployable Headquarters. HQ DJIATF mission is “on order, HQ DJIATF is to provide an operational level C2 capability to support domestic and international contingency operations through a range of employment contexts within a Joint, Inter-Agency and Multinational (JIM) operational environment to meet likely contingencies across New Zealand’s strategic area of interest”.

#### COMMAND AND CONTROL PHILOSOPHY

7-2. HQ DJIATF is a scalable and deployable Headquarters which is an organic part of Headquarters Joint Forces New Zealand. It is operationally focused and maintains a high level of readiness. The Headquarters seeks to remain culturally astute within both the Inter-Agency and international environments. HQ DJIATF maintains a standing staff, and a number of personnel who are shadow posted to the Headquarters.

#### DIVISION ORGANIZATION FOR OPERATIONS

7-3. HQ DJIATF has no standing assigned or attached subordinate units. Subordinate land, air and maritime force elements will be assigned to HQ DJIATF dependent on operational missions and tasks. This includes intelligence, communications, and logistics support force elements.

#### NATIONAL COMMAND ELEMENTS

7-4. The HQ DJIATF provides the National Command Element (NCE) function and/or New Zealand Senior National Officer (SNO) functions in a multi-national coalition environment where New Zealand is not the lead nation.

#### LEAD NATION

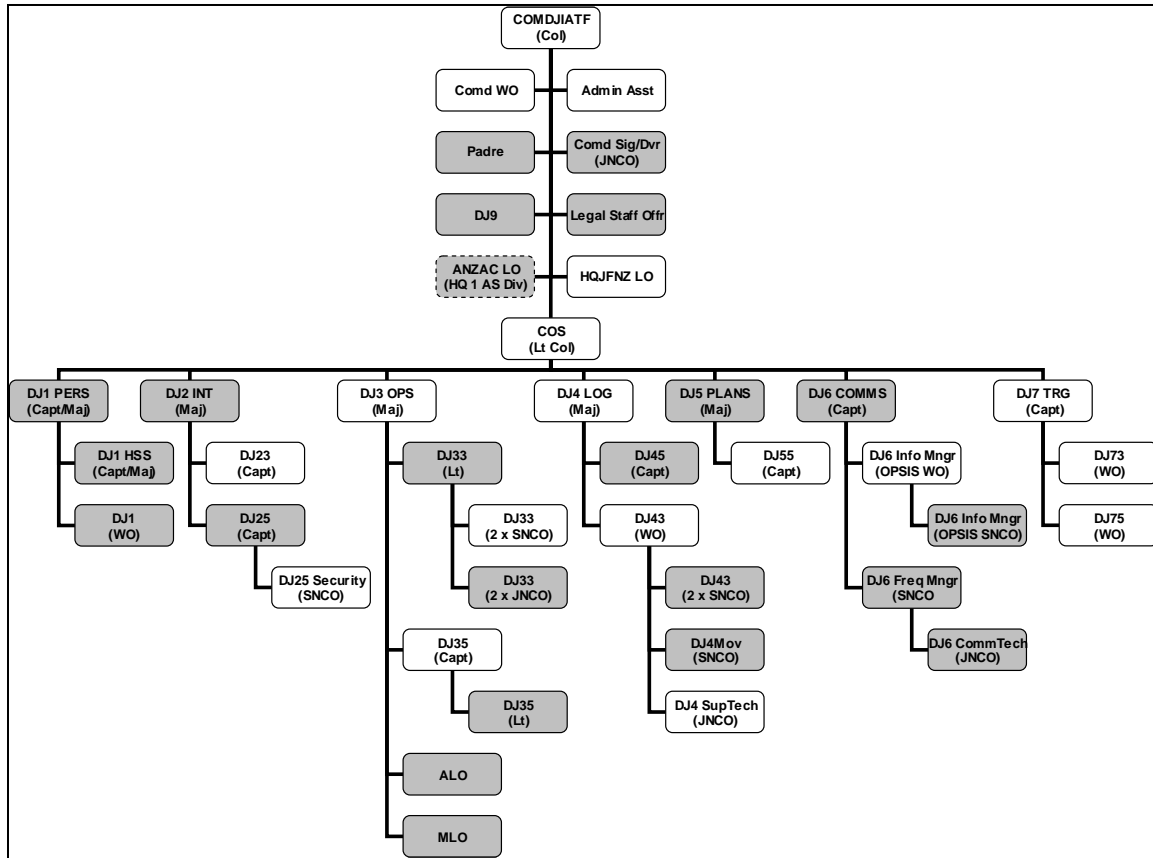
7-5. HQ DJIATF provides lead-nation command and control capacity in a multi-national environment.

#### COMMANDER LAND FORCES (CLF)

7-6. HQ DJIATF has the capacity to provide CLF and staff functions for either a New Zealand or Coalition Amphibious Task Force.

**SECTION II: HEADQUARTERS ORGANIZATION**

**HEADQUARTERS ORGANIZATION DIAGRAM.**



**Figure 7-1. Headquarters Deployable Joint Inter-Agency Task Force**

*Notes:*

1. 18 Permanent Staff, 42 when all shadow posts are included.
2. Intelligence analysis support provided by All Source Cell.
3. ALO: Air Liaison Officer.
4. MLO: Maritime Liaison Officer.
5. ANZAC LO: Included when HQ DJIATF is a subordinate HQ i.e. to HQ 1(AS) Div.

**HEADQUARTERS STRUCTURE AND ELEMENTS STRUCTURE OF THE HQ DJIATF.**

7-7. The purpose, composition, responsibilities and functions of the HQ DJIATF staff branches are as follows:

## COMD

7-8. The Commander is responsible for command and control of the DJIATF and provides advice to other agencies, and direction to his staff to execute the mission.

## CHIEF OF STAFF (COS)

7-9. The COS commands the staff and ensures they meet the commander's intent and provides direction to ensure missions are planned and executed appropriately.

## DJ1

7-10. The DJ1 branch is responsible for providing guidance to the DJTF Comd on personnel policies and procedures including health applicable to the Joint Task Force (JTF). The personnel environment of a deployable JTF can comprise of force elements (FE) from Maritime, Land, Special Operations, Air components, and may also incorporate Defence Civilians, Defence Contractors, other government agencies and miscellaneous personnel including philanthropic organisation representatives, NGO's and PVO's.

## DJ2

7-11. The DJ2 branch is responsible for intelligence support to the JTF. DJ2 provides assessments to the Comd and components, and coordinates intelligence collection by JTF FE. DJ2 is also responsible for counter intelligence and HQ DJIATF security. The DJ2 also has the following tasks:

- Provide intelligence advice to the JTF Comd; intelligence staff support to the JTF planning and production of CONOPS, plans and orders.
- Contribute to the JTF's situational awareness; provide linkage to the national intelligence infrastructure draft and then manage JTF collection requirements to satisfy CCIR (PIR) and maintain technical control of JTF intelligence architecture and operations.
- Process classified intelligence information and provide security intelligence advice to the JTF.

## DJ3

7-12. The DJ3 provides the HQDJIATF Comd with the situational awareness and the means to command and control the JTF. This is achieved through the operations branch as follows:

- The DJ3 directs and controls operations within the OPS branch by planning, coordinating and integrating joint and interagency effects through the component method of command.
- Due to the holistic nature of contemporary operations the DJ3 branch requires a number of supporting agencies that are not limited to defence force personnel. Supporting agencies and liaison officers include some or all of the following:
  - **Joint Offensive Support Team (JOST).** The DJ5 and JOST is responsible for developing the effects for the JTF Comd for mission success.
  - **Intelligence Fusion Centre (IFC).** All Sources Cell is responsible for synchronisation of ISTAR assets for the JTF Comd and fusion of information to maximise situational awareness and analysis.
  - **Maritime Component Coordination Element (MCCE).** The MCCE is responsible for coordinating effects generated by the maritime component. The roles and tasks include maritime liaison, maritime tasking, current watch keeping, maritime operation picture correlation, maritime brief input, meteorology and advice to planning groups.
  - **Air Component Coordination Element (ACCE).** The ACCE is responsible for coordinating effects generated by the Air component. The roles and tasks include air liaison, current ops watch keeping and advice to planning groups.
  - **CIMIC.** The CIMIC branch facilitates coordination and cooperation in support of the JTF mission. This includes the JTF and civilian participants, national population, local authorities, national and NGO agencies.

- **Legal.** The ROE are produced during the deployment CONOPs development and analysis and can be refined during later phases. The development of the COA is a shared responsibility between the DJ3 and DJ5. The confirmation of the ROE is mandatory prior to the commencement of any operation.

#### **DJ4**

7-13. The DJ4 is responsible to the JTF Comd in the provision of sustainment to the JTF. Sustainment results from ensuring that the capability of FE is optimized for the conduct of effective operations and achievement of JTF objectives. The DJ4 develops plans for utilising sustainment resources to the COMD. The DJ4 establishes priorities for the allocation of CSS resources between FE and also maintains an interface with logistic organizations providing support from the National Support Base, HQ DJTF, coalition partners, and Host Nation Support (HNS).

#### **DJ5**

7-14. The DJ5 Branch is responsible to the COMD for the conduct of planning normally at the tactical level; however, may be required to conduct operational-level planning with, or in isolation of HQ JFNZ. It develops the future OPLAN, campaign plan, contingency plans or campaign branches and sequel plans. During JTF activation and initial response the DJ5 focuses on the broad Campaign and OPLAN development (i.e. the next phase or the overall plan).

#### **THE HQ DJIATF SENIOR PLANNING GROUP**

7-15. The HQ DJIATF senior planning group is the Commander's Planning Group (CPG), convened and chaired by the Commander. It consists of Deployed FE Commanders and HQ DJIATF Principle Staff, and it provides initial scoping to the JTF, guidance for the commander and an overview for detailed operational planning. The DJ5 convenes and chairs the Joint Planning Group (JPG) that is the principal mechanism to coordinate and develop all JTF planning that feeds the CPG for decision and guidance.

#### **DJ6 BRANCH**

7-16. The DJ6 Branch is responsible for communications support to the JTF, the conduct of all Joint CIS activities required to support operations and for coordinating with CIS Branch and Single Services to ensure that NZDF CIS resources are effectively employed to support operations. DJ6 is also responsible for providing specialist CIS staff advice to the Commander DJTF in support of the HQ DJIATF and assigned Force Elements. The key minimum DJ6 organizational functions are listed below:

##### **DJ6-3 Current Operations (COPS)**

7-17. This function must be able to advise operational planners on current communication capabilities and status and provide estimates on the ability to support operations. It also must monitor the current operational status of the CIS support to the DJIATF and advise on any CIS issues. COPS is responsible for maintaining the DJIATF CIS Support Plan.

##### **DJ6-5 Future Operations (FOPS)**

7-18. This function supports all DJIATF planning by advising on CIS matters pertaining to future operations. FOPS coordinates the development and preparation of future CIS support, annexes, and orders.

#### **DJ7 BRANCH.**

7-19. The DJ7 Branch is responsible for training and evaluation within the HQ DJIATF(L). The DJ7 (Capt) and DJ77 (WO) plan and conduct all collective and individual training within HQ DJIATF and are responsible for the preparation of shadow staff prior to the HQ DJIATF Enhanced or Comprehensive deploying.

## **ADMINISTRATIVE SUPPORT**

7-20. HQ DJIATF has no standing assigned support elements and requires communications, life support, force protection and movements support dependent on the size and nature of the mission, and the environment deploying into.

## **FUNCTIONAL CELLS/BRANCHES:**

### **INTELLIGENCE/SENSE CELLS**

7-21. Synchronization of Intelligence is facilitated through the DJ2 Intelligence Cell. This cell is supported by an All Source Cell (ASC) or Intelligence Fusion Cell (IFC). This may be assigned and deployed with HQ DJIATF or enable the Headquarters through a reach-back remote capability to New Zealand.

### **MOVEMENT AND MANEUVER/ACT CELLS**

7-22. The DJ3 Cell provides the Act function for the HQ and the hub of the Headquarters as the Command Post (or Tactical Operations Centre (TOC)), synchronizing all Headquarters functions.

### **FIRES CELL**

7-23. Fires are synchronized through the Joint Offensive Support Coordination Centre (JSOCC).

### **PROTECTION/SHIELD CELL**

7-24. HQ DJIATF does not employ a separate Protection Cell. The functionality of this cell is subsumed into the DJ3 Cell.

### **SUSTAINMENT/LOGISTICS CELL**

7-25. The DJ4 Cell provides sustainment synchronization, including movements. The DJ1 Personnel cell operates as a separate Cell, including HSS, however this can be considered under the sustain function.

## **ROUTINE AUGMENTATION TO HEADQUARTERS (NATIONAL AUGMENTATION)**

7-26. HQ DJIATF could reasonably expect to be augmented not only by NZDF staff from each of the three services, but also (dependent on the nature of the operation) other New Zealand Government and non-Governmental agencies. This could include, but is not limited to, Ministry of Foreign Affairs and Trade, Ministry of Primary Industries (Fisheries), Customs, and NZ Police.

## **INTEGRATING CELLS/BRANCHES**

7-27. HQ DJIATF is structured along the Continental Staff System with the DJ3 Operations Cell providing the Integration function for the Headquarters.

## **PLANNING HORIZONS**

7-28. Planning is largely conducted along a temporal framework as follows:

- Plans Cell/Branch. The DJ5 cell will plan operations from 120 hours out.
- Future Operations Cell/Branch. The DJ35 will plan operations from 24 - 120 hours.
- Current Operations Integration Cell/Branch. The DJ33 Cell will control operations out to 24 hours.

## CO-ORDINATION CENTERS, WORKING GROUPS AND BRANCHES.

### CO-ORDINATION CENTERS

7-29. HQ DJIATF has the following Co-ordination Centers:

- Tactical Operations Center (TOC) (Annex A).
- All Source Cell (ASC) or Intelligence Fusion Cell (IFC) (Annex B).
- Air Component Co-ordination Element (ACCE) (Annex C).
- Maritime Component Co-ordination Element (MCCE) (Annex D).
- Joint Offensive Support Co-ordination Center (JOSCC) (Annex E).

### WORKING GROUPS

7-30. HQ DJIATF conducts the following Working Groups:

- Commander's Planning Group (Annex F).
- Intelligence, Surveillance, Target Acquisition, Reconnaissance Working Group (ISTAR WG) (Annex G).
- Joint Planning Group (JPG) (Annex H).
- Immediate Planning Group (IPG) (Annex I).
- Targeting Working Group (Annex J).

### BOARDS

7-31. HQ DJIATF conducts the following Boards:

- Targeting Board.

### COMMAND POST DEFINITIONS

7-32. As a rapidly deployable and scalable Headquarters, HQ DJIATF is capable of deploying a variety of Headquarters responses. Dependent on the mission and environment, this could include:

- Joint Reconnaissance Team (NCE Tac).
- HQ DJIATF Light.
- HQ DJIATF Enhanced.
- HQ DJIATF Comprehensive.

### COMMAND POST FUNCTIONS

7-33. Depending on the mission requirements, either the "Light" or the "NCE Tactical" configuration has the ability to perform the role of the CLF for NZDF amphibious operation. The role of the CLF is to plan and determine the scheme of manoeuvre ashore including the sequencing of landing forces and has immediate responsibility for the conduct of land tactical operations ashore.

7-34. The HQ DJIATF "Comprehensive" configuration provides a stand alone capability to command and control either NZ Force Element and/or other coalition Force Element both domestically or expeditionary. Equally, the "Comprehensive" configuration may also be part of a larger Coalition/ANZAC Force and may form the nucleus and/or part of Coalition/ANZAC HQ.

### TYPES OF COMMAND POSTS

7-35. HQ DJIATF will deploy a Main Command Post; an example Main Command Post is included at Figure 1. Liaison staff from Air, Maritime, Special Forces, Other Government Agencies, higher and lower Headquarters, and Multinational representation assigned to HQ DJIATF is included within the Command Post.

7-36. The Command Post has the capacity to step up between locations without a loss of connectivity if the tactical situation requires, and support a Tactical Command Group moving independently. The Comd moves with his own tactical group which has communications with all deployed elements and both Main and Step-Up HQ. It moves independently with its own protection element. The Tac Group is not an HQ and does not have the manning for sustained operations. It provides the Commander the ability to remain in contact with the deployed force whilst positioning himself where needed to maintain situational awareness and exercise influence on operations.



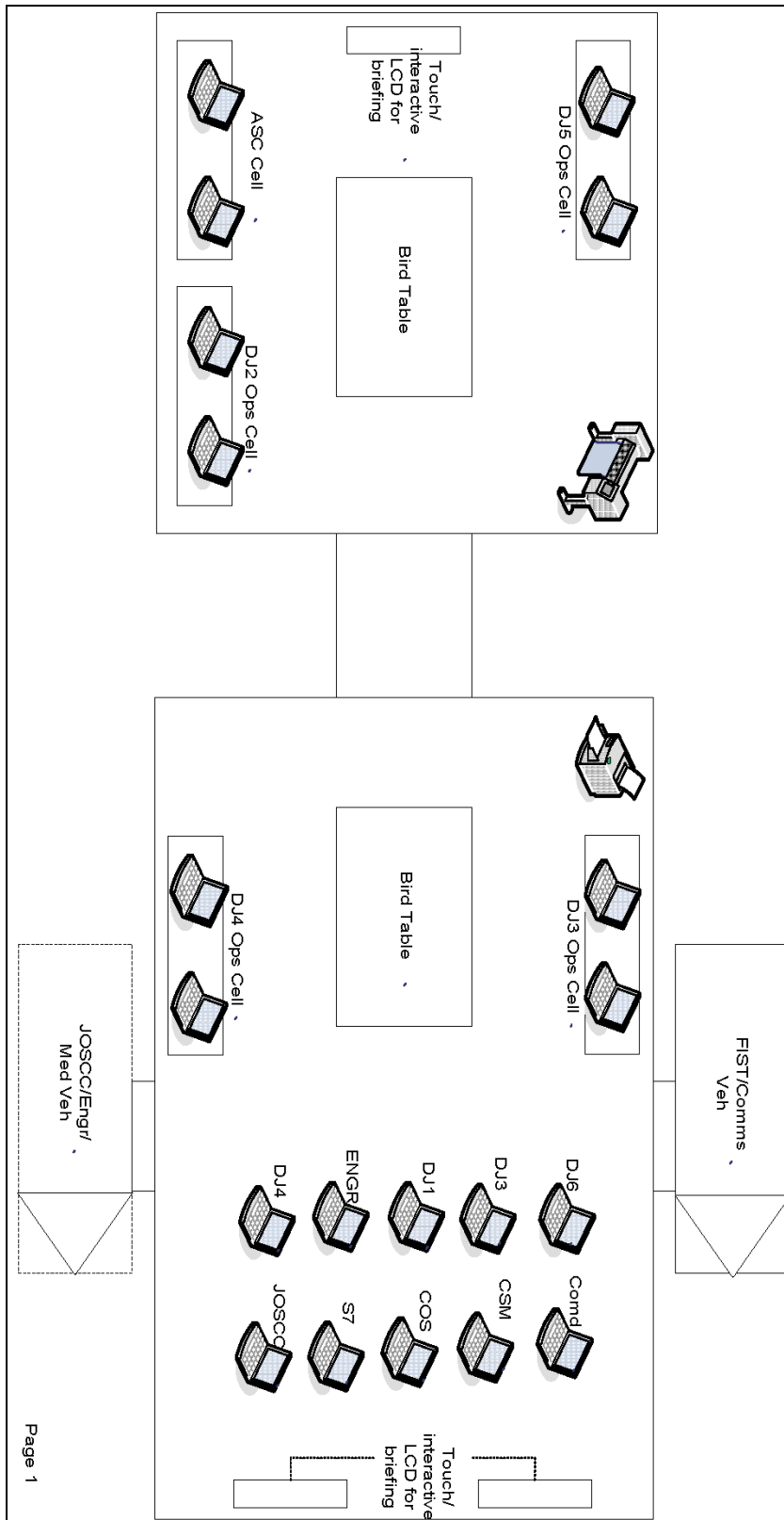


Figure 7-2. Headquarters Deployable Joint Inter-Agency Task Force Command Post

## SECTION III: HEADQUARTERS PROCESSES

### PLANNING AND DECISION MAKING

7-37. HQ DJIATF utilizes the Joint Military Appreciation Planning (JMAP) process for detailed planning. The references for JMAP are:

- NZDDP 5.0 Joint Operations Planning.
- ADFP 5.0.1 Joint Military Appreciation Planning.

### REFINING / ASSESSMENT

7-38. Execution / Battle Management:

- Terrain Management.
- Movement Control.
- Clearance of Fires.
- Airspace Control.
- Civil Military Operations.
- Intelligence Synchronization.
- Priorities of Support.
- Evaluation (MOE / BDA).
- Targeting.
- Risk Management.
- Knowledge and Information Management.
- Intelligence.
- Surveillance and Reconnaissance.
- Comprehensive Approach / Unified Action Planning Considerations.
- Joint Planning Considerations.
- Other Processes.
- Battle Drills

7-39. HQ DJIATF SOP Part One, Section 3.4 details CP Battle drills. These include, but are not limited to:

- 3.1 – CP Immediate Action (IA).
- 3.2 – Immediate Planning Group (IPG).
- 3.3 – Troops in Contact (TIC).
- 3.4 – Time Sensitive Target (TST).
- 3.5 – Combat Search and Rescue (CSAR).
- 3.6 – Mass Casualty (MASCAS).
- 3.7 – Casualty Evacuation (CASEVAC) Spt.
- 3.8 – Casualty.
- 3.9 – Fatality.
- 3.10 – Maneuver Support.
- 3.11 – Combat Service Support (CSS).
- 3.12 – Chemical, Biological, Radiological and Nuclear (CBRN) Threat/Attack.
- 3.13 – Improvised Explosive Device (IED) / Explosive Ordnance Detection (EOD).
- 3.14 - Comms lock-down procedure (CLP) Work flow diagram.

## STANDARD OPERATING PROCEDURES

7-40. HQ DJIATF utilizes HQ DJIATF SOPs available from HQ JFNZ (currently DRAFT and not published or available through Web/Link).

## SHIFT HANDOVER BRIEFINGS.

7-41. Shift Handovers are included in the HQ DJIATF SOPs and include the current operational situation, key activities of the outgoing shift and in the next shift cycle, received and issued orders, the current status of the Synch Matrix, current fire plans and Time Sensitive Target (TST) as applicable, Comd CCIRs, and outstanding staff action.

## BATTLE RHYTHM

7-42. The HQ DJIATF Battle Rhythm is the responsibility of the COS. Timings for the HQ DJIATF Battle Rhythm are founded on the Higher HQ's (usually HQ JFNZ) requirement for reports and returns. The Higher HQ's timings then trigger the timings for internal and subordinate reports and returns. The CP Battle Rhythm is based on the HQ DJIATF Battle Rhythm. The CP Battle Rhythm is adjusted based on the number of shifts and reporting times of higher and lower HQs including consideration for different time zones. The specific CP Daily Battle Rhythm will be issued to CP staff and included as part of the establishment of the CP prior to deployment.

## SECTION IV: APPLICABLE MANUALS/PUBLICATIONS/STANDARDS

7-43. HQ DJIATF SOPs (draft) are the primary reference for 1-Star Headquarters Operations. Other references include:

- ABCA Coalition Handbook, Ed 5, dated 1 Aug 10.
- NZDDP 3.0 Joint Operations.
- NZDDP 5.0 Joint Operations Planning.
- ADFP 5.0.1 Joint Military Appreciation Planning.

## SECTION V: SUMMARY

7-44. HQ DJIATF is a one-star Headquarters capable of leading operations, dependent on the environment, or as a subordinate HQ to a two-star Division or Joint Headquarters. It provides an NCE function to deployed New Zealand forces and an Inter-Agency fusion point for a whole of government approach to operations on behalf of the New Zealand Government. Through engagement with other ABCA nations HQ DJIATF staff officers are suitable and capable of supplementing other nation two-star HQ staff branches, cells and functions.

Annexes:

- A. All Source Cell (ASC) or Intelligence Fusion Cell (IFC)
- B. Joint Offensive Support Co-ordination Center (JOSCC)
- C. Casualty Regulation Cell
- D. Commander's Planning Group (CPG)
- E. Intelligence, Surveillance, Target Acquisition, Reconnaissance Working Group (ISTAR WG)
- F. Joint Planning Group (JPG)
- G. Targeting Working Group
- H. Targeting Board
- I. CIMIC Working Group
- J. Inter-Agency Working Group
- K. Sustainment Working Group

## ANNEX A: ALL SOURCE CELL (ASC) OR INTELLIGENCE FUSION CELL (IFC)

<i>All Sources Cell</i>	
<b>Purpose:</b> To provide the Commander, Staff and tactical level Commanders with Intelligence product and staff support for the planning and conduct of land, joint and/or coalition operations.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Intelligence Reports</li> <li>• Battle Damage Assessments</li> <li>• Situation Reports</li> <li>• ISTAR WG</li> <li>• Contact Reports</li> <li>• Targeting WG</li> <li>• GEOINT</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Intelligence Summaries</li> <li>• IPB product</li> <li>• Targeting WG Product</li> <li>• Threat SITREP</li> <li>• JPEL/HPTL</li> <li>• Updated ISTAR synch matrix</li> <li>• Updated ISR request priorities</li> </ul>
<b>Key Tasks/Agenda:</b> See outputs	
<b>Chair:</b> DJ2	<b>Lead cell:</b> DJ2 Cell
<b>Attendees:</b> DJ2, DJ22, DJ23, DJ25, DJ26, DJ2X (If assigned), RRT, LEWT, JIFC (VTC), GeoNZ (VTC), Other OGA (NZ Police, Customs, MFAT etc by VTC)	

## ANNEX B: JOINT OFFENSIVE SUPPORT CO-ORDINATION CENTER (JOSCC)

<i>Joint Offensive Support Co-Ordination Center</i>	
<b>Purpose:</b> To provide the Commander, Staff and tactical level Commanders with Targeting guidance and support and, to coordinate tactical and operational effects (lethal and non-lethal) delivery in support of the planning and conduct of land, joint and/or coalition operations.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd priorities</li> <li>• Orders (higher, Div, TF/Bde)</li> <li>• Support to current operations</li> <li>• JPEL/HPTL</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated HPTL</li> <li>• IO Plan</li> <li>• CIMIC Plan</li> <li>• KLE Plan</li> </ul>
<b>Key Tasks/Agenda:</b> Supports current operations, supports targeting working group/board, supports force protection/C-IED working group, supports J35/J5 planning teams	
<b>WGs:</b> Targeting WG, Targeting Board	<b>Lead cell:</b> DJ3
<b>Attendees:</b> JOSCC Staff, IO, CIMIC, DJ3, DJ5, ALO, MLO, DJ2	

## ANNEX C: CASUALTY REGULATION CELL

<i>Casualty Regulation Cell</i>	
<b>Purpose:</b> The coordination and control of the movement of casualties within and out of the DJIATF AO.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd priorities</li> <li>• Orders (higher, Div, TF/Bde)</li> <li>• CASREPs</li> <li>• NOTICAS</li> <li>• National Med support Plan</li> <li>• Battle Cas estimate</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• JTF Health Support Plan</li> <li>• Med Holding policy</li> <li>• Casualty Reporting</li> </ul>
<b>Key Tasks/Agenda:</b> To provide the Commander, Staff and tactical level Commanders with advice, coordination and tracking of casualty movement from the point of injury to Home Station. Ensures all casualties are evacuated within clinical timelines to treatment facilities that have both the capacity and capability to provide the required level of care. Ensures sufficient residual capacity is maintained for current and anticipated needs.	
<b>WGs:</b> Nil	<b>Lead cell:</b> DJ3
<b>Attendees:</b> DJ1, DJ1HSS, DJ3, ALO	

**ANNEX D: COMMANDER’S PLANNING GROUP (CPG)**

<i>Commanders Planning Group</i>	
<b>Purpose:</b> Conduct Operational (JIM) design for battle w with the focus on transition and endstate condition setting.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• National and Coalition direction/ mandates</li> <li>• Orders (Div, JFNZ)</li> <li>• Environmental Unit Commander backbriefs</li> <li>• KLE AAR</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated Commanders Guidance and Intent</li> <li>• Operational Planning backbriefs to JFNZ/Coalition HQ</li> </ul>
<b>Key Tasks/Agenda:</b> Follow the JMAP process/product	
<b>Chair:</b> DJIATF Comd	<b>Lead cell:</b> DJ5
<b>Attendees:</b> DJ Comd, DJ CoS, DJ5, DJ3, DJ2, Environmental Unit Commanders as avail	

**ANNEX E: INTELLIGENCE, SURVEILLANCE, TARGET ACQUISITION, RECONNAISSANCE WORKING GROUP (ISTAR WG)**

<i>Intelligence, Surveillance, Target Acquisition, Reconnaissance Working Group</i>	
<b>Purpose:</b> Coordinate w with DJIATF Troops, TF sensor asset synch and prioritization on a routine basis based on battle rhythm.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• ISR Requests</li> <li>• Battle damage assessment</li> <li>• ISTAR Priorities</li> <li>• ISTAR Synch Matrix</li> <li>• Current and future operations updates</li> <li>• ATO</li> <li>• JPEL/HPTL</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated ISTAR synch matrix</li> <li>• Updated ISR request priorities</li> <li>• Updated BDA plan</li> </ul>
<b>Key Tasks / Agenda:</b> Update the ISTAR synch matrix and balance planned collection tasks w ith support to current operations <ul style="list-style-type: none"> <li>• ISTAR Current ops/priorities/plans update</li> <li>• ASIC collection priorities</li> <li>• TF/Bde collection priorities</li> <li>• ISR Plans update</li> <li>• ASIC BDA update</li> <li>• Round table</li> <li>• Review of priorities</li> </ul>	
<b>Chair:</b> DJ2	<b>Lead cell:</b> DJ2
<b>Attendees:</b> DJ2, JOSCC, ALO, MLO, DJ35, ASC BDA Analyst, Geolnt Analyst	

**ANNEX F: JOINT PLANNING GROUP (JPG)**

<i>Joint Planning Group</i>	
<b>Purpose:</b> To conduct operational (JIM) deliberate planning, including the conception and modification of major existing plans during the conduct of operations. Will focus on sequel planning for subsequent major operations or phases and, assisting the Commanders campaign assessment.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Commander Guidance</li> <li>• Orders (Higher HQ)</li> <li>• IPB</li> <li>• ATO</li> <li>• ISR WG reports</li> <li>• Targeting WG reports</li> <li>• CUB</li> <li>• CoS Synch meeting</li> <li>• JPEL/HPTL</li> <li>• En SITEMP</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Operational plan Backbrief to Comd</li> <li>• WngO</li> <li>• OPORD</li> <li>• FRAGO</li> <li>• Supporting Synch/Coord annexes</li> <li>• Branch/Sequel Plans</li> <li>• Effects Synch Matrix</li> <li>• Decision Support Matrix</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> DJIATF CoS	<b>Lead cell:</b> DJ5
<b>Attendees:</b> CoS, DJ5, DJ2, DJ3, DJ4, DJ6, DJ1, JOSCC, ALO, MLO, LSO, Prov Marshal, IO, CIMIC, JIM (if present), Unit LO's	

**ANNEX G: TARGETING WORKING GROUP**

<i>Targeting Working Group</i>	
<b>Purpose:</b> To review current targeting effects and synchronise future targeting aims and actions for approval by the Targeting Board.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd Guidance</li> <li>• OPORDs</li> <li>• JPEL</li> <li>• HPTL</li> <li>• IO Plan</li> <li>• CIMIC Plan</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated HPTL</li> <li>• Updated JPEL</li> <li>• KLE Plan</li> <li>• IO/CIMIC guidance</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> JOSCC	<b>Lead cell:</b> JOSCC
<b>Attendees:</b> JOSCC, DJ2, DJ3, DJ5, IO/CIMIC, LSO, ALO, MLO	

## ANNEX H: TARGETING BOARD

<i>Targeting Board</i>	
<b>Purpose:</b> To approve current targeting effects and synchronise future targeting aims and actions.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd Guidance</li> <li>• OPORDs</li> <li>• JPEL</li> <li>• HPTL</li> <li>• IO Plan</li> <li>• CIMIC Plan</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Updated HPTL</li> <li>• Updated JPEL</li> <li>• KLE Plan</li> <li>• IO/CIMIC guidance</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> CoS	<b>Lead cell:</b> JOSCC
<b>Attendees:</b> CoS, JOSCC, DJ2, DJ3, DJ5, IO/CIMIC, LSO, ALO, MLO	

## ANNEX J: CIMIC WORKING GROUP

<i>CIMIC Working Group</i>	
<b>Purpose:</b> To review and develop Civ/Mil plans and operations in support of the overarching current operational plan. To provide guidance on KLE efforts and the development on IO messaging.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd Guidance</li> <li>• OPORDs</li> <li>• JPEL</li> <li>• IO Plan</li> <li>• CIMIC Plan</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• KLE Plan</li> <li>• IO/CIMIC guidance/plan</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> JOSCC	<b>Lead cell:</b> DJ3
<b>Attendees:</b> JOSCC, DJ2, DJ3, DJ5, IO/CIMIC, LSO, ALO, MLO	

## ANNEX J: INTER-AGENCY WORKING GROUP

<i>Interagency Working Group</i>	
<b>Purpose:</b> Coordinate DJIATF support to Host Nation agency needs and capacity building, or coordinate agency support to DJIATF/Whole of Government (NZ) operations.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd Guidance</li> <li>• OPORDs</li> <li>• CIMIC Plan</li> <li>• OGA/NGO needs assessment</li> <li>• Host Nation needs statement</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• JIM coordination annex(s)</li> <li>• HA Support LOO</li> <li>• HA annex/input to CIMIC Plan</li> <li>• Mil spt to OGA/NGO plan</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> DJ5	<b>Lead cell:</b> DJ5
<b>Attendees:</b> DJ5, DJ3, DJ2, CIMIC, LSO, ALO, MLO, Unit LO's, OGA/NGO as available	

**ANNEX K: SUSTAINMENT WORKING GROUP**

<i>Sustainment Working Group</i>	
<b>Purpose:</b> To plan and synchronise logistics support to the JTF and conduct activity planning for specific logistics events in support of the operational plan.	
<b>Inputs:</b> <ul style="list-style-type: none"> <li>• Comd Guidance</li> <li>• OPORDs</li> <li>• Log Demands</li> <li>• Joint Log Spt Plan</li> <li>• Standing MOU, MLSA, IA</li> </ul>	<b>Outputs:</b> <ul style="list-style-type: none"> <li>• Draft Sustainment MOUs</li> <li>• Contract coordination</li> <li>• Sustainment support to RSOI, FET and TET processes</li> <li>• Synchronisation of HNS</li> </ul>
<b>Key Tasks/Agenda:</b>	
<b>Chair:</b> DJ4	<b>Lead cell:</b> DJ4
<b>Attendees:</b> DJ4, DJ5, LSO, ALO, MLO, OGA, HNS and ONS as required.	



## Chapter 8

# ABCA Boards, Centers, and Working Groups

### ELECTRONIC WARFARE CO-ORDINATION CENTRE

**Purpose** central body for the coordination of Electronic Warfare operations. Resides in the J2 or J3.

From ABCA Standard 2098:  
ABCA and NATO use the EWCC construct to enable the planning, management, evaluation and execution of EW. The ABCA (and NATO) SIGINT and EW operations centre (SEWOC) provides the commander with a unified SIGINT/EW input in support of the planning, conduct and assessment of operations.

NATO also has the Electromagnetic Battle Staff (EMB) to represent a mechanism that coordinates EM Operations and their various EM capabilities (e.g. EW, SIGINT, communications and SM aspects, ISTAR, and NAVWAR) within the battle rhythm.

The U.S. Joint Force has the Joint EMS Operations Cell (JEMSOC) to coordinate activities similar to NATO's EMB. The U.S Army has the Cyber Electromagnetic Activities Cell that includes Cyber, Spectrum Management, and EW. For the UK this would be the DEWC (Divisional Electronic Warfare Cell) For Canada this would be the JEMSCC (Joint EMS Coordination Centre) For Australia this would be the JEWCC (Joint EW Coordination Centre) For New Zealand this would be the

Key Tasks	Inputs:	Outputs:
<i>CJF Commander's Guidance</i>	<ul style="list-style-type: none"> <li>• Commander's Intent</li> <li>• CCIRs/PIRs/EEFIs</li> <li>• Characterization of the EMS environment</li> <li>• IPB</li> <li>• EMS capabilities/systems Info</li> <li>• Navigation (GPS) threats</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Order of Battle (EOB)</li> <li>• Emitter Database</li> <li>• Common Operating Picture (COP) inputs</li> <li>• EW Estimate</li> <li>• Joint Restricted Frequency List (JRFL)</li> <li>• Radio-Controlled IED Threat update</li> <li>• Navigation Warfare procedures</li> </ul>
<i>Operations Plans (Future Plans)</i>	<ul style="list-style-type: none"> <li>• EW Estimate</li> <li>• EW capabilities availability</li> <li>• Proposed COAs</li> <li>• ISR/ISTAR Sync matrix</li> <li>• Information Operations Plan</li> <li>• Intel Collection Plan</li> <li>• Joint Restricted Frequency List</li> <li>• Cyber Operations Plan</li> <li>• Joint Fires Plan</li> <li>• MET</li> <li>• Terrain Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• EW Plan (tasks to support COAs)</li> <li>• EW Target list (prioritized)</li> <li>• Information Requirements</li> <li>• EW annex to Op Order/FRAGO/tasking/assignment message</li> <li>• ES tasks update to ICP</li> <li>• Identified Gaps/risks</li> <li>• RCIED threat load reprogramming</li> <li>• Requests for non-organic support</li> </ul>
<i>Targeting Board</i>	<ul style="list-style-type: none"> <li>• Joint Prioritized Target List</li> <li>• EW Target List</li> <li>• Cyber Target List</li> </ul>	<ul style="list-style-type: none"> <li>• EW Sync Matrix</li> <li>• FRAGO/tasking message</li> </ul>

<i>Collection Management</i>	<ul style="list-style-type: none"> <li>• Collection Requirements</li> <li>• CCIRs/PIRs/EEFIs</li> <li>• ISR/ISTAR Sync Matrix</li> <li>• EW Sync Matrix</li> </ul>	<ul style="list-style-type: none"> <li>• ES tasks in Intel Collection Plan</li> <li>• ISR/ISTAR Sync matrix ES tasks updated</li> <li>• FRAGO/tasking message</li> </ul>
<b>Key Tasks</b>	<b>Inputs:</b>	<b>Outputs:</b>
<i>Current Operations</i>	<ul style="list-style-type: none"> <li>• Common Operating Picture</li> <li>• Operations Updates/reports</li> </ul>	<ul style="list-style-type: none"> <li>• EW Adjustments as required</li> <li>• Monitor Operations</li> </ul>
<i>Assessment</i>	<ul style="list-style-type: none"> <li>• EW system reports</li> <li>• EW mission Summaries</li> <li>• SPOT reports</li> <li>• Technical Summaries</li> <li>• Analytic reports</li> <li>• BDA/MOE/MOP reports</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to EW Estimate/JRFL/EOB/Emitter database</li> <li>• COP updates</li> <li>• RCIED threat load updates</li> <li>• Lessons Identified</li> <li>• RFIs</li> </ul>
<i>Space/Special Access/Cyber Coordination</i>		<ul style="list-style-type: none"> <li>• EW Estimate /Plan updates</li> </ul>
<i>Spectrum Interference Resolution</i>	<ul style="list-style-type: none"> <li>• Interference Reports</li> </ul>	<ul style="list-style-type: none"> <li>• EW or Comm changes</li> </ul>
<b>Chair</b> EW Co-ordination Centre Chief		
<b>Attendees:</b> EW Staff (Intel, Ops, Plans), CJ6 Spectrum Management, CJ2 SIGINT, Cyber Ops Liaison, EW capability Liaisons, Space Liaison, Special Operations Liaison, IO, Psyops Liaisons and C-IED.		

## GEOSPATIAL INFORMATION SYSTEMS (GIS) WORKING GROUP<sup>19</sup>

**Purpose** The GIS WG defines, controls, and coordinates Divisional geospatial information operations. The GIS WG is a Chief Geospatial Officer (ABCA Standard 2097) led activity.

The appointed Chief Geo will coordinate all activities in accordance with ABCA standard 2097(R). Chief Geo will call on input from the following as required:

In the US Army, this is provided by the Geoint Cell as part of the G2 Section

In the US Marines, this is provided by the G2 section

In the UK, this is provided by the Geographic Support Group a part of the Engineer Headquarters element.

In Canada, this is provided by the GST, as part of a G2 / All Source Intelligence Cell function

In Australia, this is provided by the Force Engineer Cell in support of the All Source Intelligence Cell

In New Zealand, this is provided by the GST within the All Source Intelligence Cell

Agenda	Inputs:	Outputs:
<i>Generate</i>	<ul style="list-style-type: none"> <li>Data from multiple sources (other national agencies, other countries, and other geospatial engineer teams across the echelon)</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps in geospatial data and nominate collection</li> <li>Provide the appropriate geospatial data sets to the ABCA that ensure a common map foundation</li> </ul>
<i>Manage</i>	<ul style="list-style-type: none"> <li>Requests for Information (RFIs) aimed at fulfilling gaps in GI</li> <li>Data received from GSTs across the task force</li> </ul>	<ul style="list-style-type: none"> <li>Manage the GIS requirements process</li> <li>Manage the enterprise geospatial database that provides the foundation for the COP</li> <li>Manage the map backgrounds used in the ABCA to minimize inconsistencies and ensure commonality</li> <li>Monitor collection efforts and verify field-collected data from ISR assets and Soldiers used as sensor, and incorporate these data into the enterprise geospatial data</li> </ul>
<i>Analyse</i>	<ul style="list-style-type: none"> <li>Terrain information collected by GSTs</li> </ul>	<ul style="list-style-type: none"> <li>Perform terrain analysis</li> <li>Provide terrain products to support decision making</li> </ul>
<i>Disseminate</i>	<ul style="list-style-type: none"> <li>Geospatial enterprise database server</li> <li>Field collected and partner added geospatial data</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate geospatial data in an enterprise environment to ensure that all ABCA users are operating from a common map background</li> <li>Validate, extract, analyse, fuse, and produce relevant data and products for decision making or operations</li> <li>Integrate and synchronise with other staff</li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<sup>19</sup> US Reference Doc is JP 2-03 GEOINT Support to Joint Operations, ATP 3-34.80 Geospatial Engineering; AS/ NZ Reference Document is LWD 3-6-9 Geospatial Support, UK Reference Document is DLW 4/15/10