



MCTP 3-30A

Command and Staff Action



U.S. Marine Corps

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.



PCN 147 000082 01

A non-cost copy of this document is available at:
<https://www.marines.mil/News/Publications/MCPEL/>

Report urgent changes, routine changes, and administrative discrepancies by letter or email to the Doctrine Branch at:

Commanding General
United States Marine Corps
Training and Education Command
ATTN: Policy and Standards Division, Doctrine Branch (C 466)
2007 Elliot Road
Quantico, VA 22134-5010

or by email to: USMC_Doctrine@usmc.mil

Please include the following information in your correspondence:

Location of change, publication number and title, current page number, paragraph number, and, if applicable, line number.
Figure or table number (if applicable).
Nature of change.
Text addition or deletion.
Proposed new text.

Copyright Information

This document is a work of the United States Government and the text is in the public domain in the United States. Subject to the following stipulation, it may be distributed and copied:

- Copyrights to graphics and rights to trademarks or Service marks included in this document are reserved by original copyright or trademark or Service mark holders or their assignees, and are used here under a license to the Government or other permission.
- The use or appearance of United States Marine Corps publications on a non-Federal Government website does not imply or constitute Marine Corps endorsement of the distribution service.

UNITED STATES MARINE CORPS

28 July 2020

FOREWORD

Marine Corps Tactical Publication (MCTP) 3-30A, *Command and Staff Action* complements Marine Corps Warfighting Publication (MCWP) 3-30, *Marine Air-Ground Task Force Command and Control* through the detailed description of USMC staffs. It provides staff tactics, techniques, and procedures that support the commander's decision making process at all levels of command. The publication consists of two parts. Part I describes command and staff organizations and describes the MAGTF command structure to include the commander's personal, general, and special staffs. MCTP 3-30A describes billets within each functional organization as they relate to the commander and identifies these roles and responsibilities. Part II identifies key coordination measures or staff actions necessary to aid the commander in decision making and reinforces key means of communications via standardized reports and information management systems and processes. The appendices include several sample formats for correspondence and staff studies.

MCTP 3-30A informs Marines on the basic composition of MAGTF staffs and describes basic staff skills corresponding to effective action officers. As such, this publication will also include staff sections that emerged over the last decade such as the G-9. The information contained in MCTP 3-30A applies to major subordinate commands, regiment/group, and battalion/squadron levels. Any Marine at any echelon can reference this publication to understand basic command and staff actions. This publication complements information contained in MCDP 1-0, *Marine Corps Operations*; MCDP 6, *Command and Control*; MCWP 5-10, *Marine Corps Planning Process*; and MCWP 7-10, *Marine Corps Component*.

Reviewed and approved this date.



S. PRITCHARD

Colonel, U.S. Marine Corps

Director

MAGTF Staff Training Program Division
Marine Corps Training and Education Command
Quantico, Virginia

CPublication Control Number: 147 000082 01

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

Table of Contents

Chapter 1. Command and Staff Organization

The Commander	1-1
The Staff	1-2
Staff Organization	1-3
Personal Staff	1-3
Special Staff	1-4
General Staff	1-4
Command and Staff Channels	1-4
Staff Relationships	1-5
Personal and Special Staff Responsibilities	1-6
Personal Staff	1-6
Special Staff Officers	1-7
General Staff	1-16
Organization	1-16
General Duties	1-17
Coordinating Responsibilities	1-17
Specific Duties	1-18

Chapter 2. Staff Action

Personal Attributes, Abilities, and Attitudes of the Model Staff Member	2-1
Action Officers	2-2
Analytical and Critical Thinking Skills	2-4
Problem Solving	2-4
Staff Officer Critical Thinking Requirements	2-5
Communicating Effectively	2-6
Effective Writing Skills	2-6
General Style Rules	2-7
Effective Briefing Skills	2-8
Facilitating Effective Meetings	2-9
Time Management Requirements	2-10
Managing Daily Tasks	2-10
Maximizing Unit Technology Software and Hardware Capabilities	2-11
Coordination	2-12
Coordinating with other Staff Sections/Divisions	2-13
Military Briefings	2-15
Information Briefing	2-15

Decision Briefing	2-15
Staff Briefing	2-15
Mission Briefing	2-16
Staff Meetings and Conferences	2-16
Staff Visits	2-17
Staff Inspections	2-17
Liaison	2-18
Collaborative Planning	2-19
Collaboration Tools	2-20
Reachback	2-21
Completed Staff Action	2-21
Teambuilding	2-21
What is a team?	2-22
Challenges of Teamwork	2-22
Tips for Team Success	2-23
Working with Government Contractors	2-24
Statement of Work	2-24
Working Relationships	2-24
Contractor Evaluation	2-24
Contractor Do's and Don'ts	2-25

Chapter 3. Staff Action Papers and Formats

Position/Decision Paper	3-1
Point Paper	3-2
Talking Paper	3-2
Memorandum for the Record	3-2
Information Paper	3-2
Trip Report	3-3
Automated Message Handling System Message	3-3
Staff Study	3-3
The Problem	3-3
Assumptions	3-4
Facts Bearing on the Problem	3-4
Discussion	3-4
Conclusions	3-4
Action Recommended	3-4

Chapter 4. Command and Support Relationships

US Command Relationships and Authorities	4-1
Combatant Command (command authority)	4-1
Operational Control	4-1
Tactical Control	4-1
Joint Support Relationships	4-1
Other Authorities	4-2
Joint Force Commands	4-4
Combatant Commands	4-4
Subunified Commands	4-5
Joint Task Force	4-5
Organizing Joint Forces	4-5
MAGTF Command and Support Relationships	4-7
Command	4-7
Support	4-8
Navy and Marine Corps Command Support Relationships	4-9
Initiating Directive	4-9
Amphibious Operations	4-9
Establishing Directive	4-10
Maritime Prepositioning Force Relationships	4-10
Marine Expeditionary Unit	4-11

Chapter 5. Combatant Command Workforce and Partner Relationships

United States Agency Partners	5-1
Department of Defense Combat Support Agencies	5-1
Interagency Partners	5-4
Federal Executive Branch – Executive Departments	5-4
Department of Commerce	5-5
Department of Defense	5-5
Department of Energy	5-5
Department of Homeland Security	5-6
Department of Justice	5-6
Department of State	5-7
Department of the Treasury	5-8
Department of Transportation (DOT)	5-8
Independent Government Agencies and Government Corporations	5-9
The National Guard	5-10
Multinational Partners	5-10

Appendices

- A Format for Position/Decision Paper
- B Format For Point Paper
- C Format for Talking Paper
- D Format for Memorandum for the Record
- E Format for Information Paper
- F Format for Trip Report
- G Format/Sample Naval Message
- H Staff Study Sample

Glossary

References

CHAPTER 1.

COMMAND AND STAFF ORGANIZATION

Ever since armies became too large for one person to easily lead, the art of command and control (C2) provided a key component of military effectiveness. Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*, states C2 is “the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.” Ideally, superior C2 can give a military force the critical advantage of being able to respond to change more rapidly and with greater situational awareness than its opponent.

The unit commander exemplifies the core of any military C2 system. The commander’s job requires leadership, making critical and timely decisions, and ensuring the full implementation of those decisions. The Marine Corps does not expect commanders at any but the lowest echelons to do this job without assistance. As an organization increases in size and complexity, the challenges involved in commanding it tend to increase proportionally. Therefore, to assist a commander at the battalion/ squadron echelon or higher, the Marine Corps provides a staff.

The staff advises the commander and conducts staff actions that support the commander’s decisions. The staff supports the commander’s decision cycle (Planning, Directing, Monitoring, and Assessment) by gathering and processing information into a usable form. The staff also handles the commander’s routine and administrative responsibilities, leaving the commander free to focus on decision-making. Once the commander makes decisions, the staff promulgates them in the form of plans or orders.

THE COMMANDER

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

At higher echelons of command, the commander is often provided with a deputy or assistant commander. The deputy or assistant commander serves as the commander’s primary advisor and, as the second in command, often acts on the commander’s behalf when the commander cannot

attend an event due to distance or scheduling conflicts. The commander determines the specific duties and responsibilities of the deputy or assistant commander. The executive officer (XO) fulfills this responsibility at lower echelons of command.

THE STAFF

The staff of a unit consists of officers and enlisted personnel who assist and advise the commander. Each commander will employ the staff differently based on manning and individual aptitudes and temperaments of both the commander and the individual staff members. A planning staff becomes deeply involved in translating the commander's concept into a directive. We can formalize this largely analytical process to a certain extent. A commander will also use the staff to support decision-making by analyzing some specific issue or problem and providing advice on feasibility and requirements. Finally, a commander will frequently use the analytical skills of the staff to scrutinize a potential course of action (COA). This not only means making recommendations regarding the feasibility or supportability of the COA but also identifying potential problems, decision points, and contingencies.

Functions common to all staff officers include providing information and advice, making estimates, making recommendations, preparing plans and orders, advising other staffs and subordinate commands of the commander's plans and policies, and supervising the execution of plans and orders. The Marine Corps collectively refers to these functions as "staff action." We should consider the commander and the staff as a single entity; however, no staff officer has any authority over any subordinate unit of the command.

Each staff element has specific duties and responsibilities by area of expertise. However, all staff sections share a set of common duties and responsibilities:

- Advising and informing the commander.
- Building and maintaining running estimates.
- Providing recommendations.
- Preparing plans, orders, and other staff writing.
- Assessing operations.
- Managing information within area of expertise.
- Identifying and analyzing problems.
- Conducting staff assistance visits.
- Accomplishing risk management.
- Performing intelligence preparation of the battlespace.
- Leading staff inspections.
- Conducting staff research.
- Performing staff administrative procedures.
- Exercising staff supervision over their area of expertise.

STAFF ORGANIZATION

Marine Corps staffs vary greatly in size and composition, and a commander has broad authority to organize a staff in the way the commander feels best suits the requirements of the mission, the operational environment, the capabilities of subordinates, and the commander's own preferences. Broadly speaking, the staff organization consists of a personal staff, a general staff, and a special staff. Either a chief of staff (COS) or an XO directs, coordinates, and supervises the general and special staffs, depending on the echelon of command. In organizations commanded by a general officer, the principal staff is typically referred to as the general staff, and the remainder of this publication will only make reference to the general staff (see figure 1-1).

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

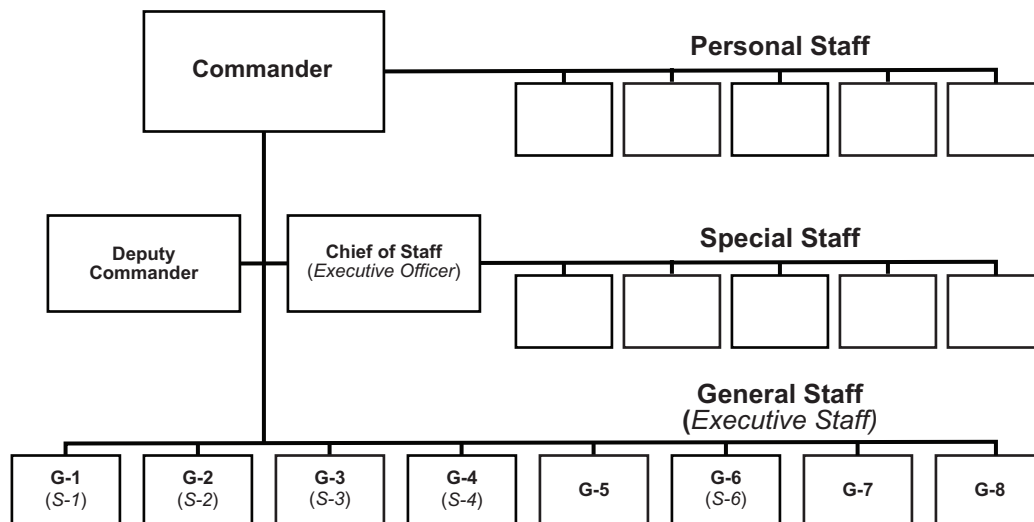


Figure 1-1. Staff Structure.

Personal Staff

Personal staff members work directly for the commander. The personal staff may include aides de camp, a sergeant major, a command master chief, personal secretaries, and drivers. However, the chief of staff is not a member commander's personal staff but a member of the general staff. The chief of staff is the commander's principal assistant with delegated management authority over other general staff members and cognizant authority over special staff members.

Special Staff

The special staff consists of the personnel that fall under the staff cognizance of the COS. They advise and assist the commander and other staff members in a particular specialty such as fiscal or legal matters. In some cases, a unit commander may dual-hat as a special staff officer. Examples include an artillery regimental commander serving as the division fire support coordinator (FSC) and a Marine wing support squadron commander serving as the aircraft group aviation ground support officer.

The number of special staff officers and their duties vary at each level and type of command. The commander may make adjustments by omitting sections, by combining or adjusting responsibilities, or by creating additional special staff sections. The commander normally assigns responsibilities to specific 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, usually areas of common interest and enduring relationships evolve. Some special staff officers routinely coordinate with more than one staff officer. For example, although the provost marshal performs duties under the staff cognizance of the COS, the provost marshal office must also coordinate with the assistant chief of staff (AC/S) G-1, AC/S G-3, and AC/S G-4 for certain functions falling in their respective areas of interest.

General Staff

The general's staff organizes by function. These sections fall under the cognizance of AC/S. They coordinate and supervise the execution of plans, operations, and activities within their respective functions. AC/S's are responsible to the commander and coordinate through the COS.

Command and Staff Channels

Horizontal and vertical command and staff action occurs via two channels: the command channel and the staff channel.

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

Staff Channel. Staff channel describes the channel the commander uses to issue instructions to the staff and through which staff officers submit recommendations and provide information to the commander. Staff officers normally submit advice and recommendations to the commander through the COS or XO who ensures proper coordination with other staff officers and the integration of all related information. The commander may choose to deal directly with a staff officer. In such cases, the COS or XO should subsequently be informed of the nature of the discussion or instructions by both the staff officer and the commander so the COS or XO can keep abreast of all staff activity. As stated previously, staffs often use the term "staff cognizance" to delineate primary responsibilities of staff officers and their sections. Usually, COSs or XOs—in

lower echelon commands—determine staff cognizance to integrate discrete functions and manage span of control.

Staff Relationships

Staff effectiveness depends in part on relationships of the staff with commanders and other staff. Collaboration and dialogue aid in developing shared understanding and visualization among staffs at different echelons. A staff acts on behalf of the commander. Although commanders are the principal decision-makers, individual staff officers make decisions within the authority delegated to them in orders, policies, or unit standing operating procedures (SOPs). Commanders insist on frank dialogue between themselves and their staff officers/staff noncommissioned officers (SNCOs). A staff gives honest, independent thoughts and recommendations so commanders can make the best possible decisions. Once the commander makes a decision, staff members support and implement the commander's decision even if the decision differs from their recommendations.

The nature of staff functioning may preclude achieving a clear delineation of staff responsibility. At times, two or more staff officers may share an overlapping interest in an important activity. This situation necessitates coordination and cooperation among all members of the staff. Whenever possible, one staff officer should be designated as the staff lead to ensure proper coordination of the matter.

All staff activity should include higher, adjacent, supporting, supported, and lower commands. Recognizing only one official channel of authority exists between commands, commanders will usually encourage staff officers to establish direct and informal inter-staff contact in order to achieve coordination. When accomplishing this external coordination with corresponding officers of other units, staff officers respect the command authority and prerogatives of the commanders concerned. External staff coordination in no sense supplants the normal chain of command. When appropriate, official correspondence through the chain of command should formalize matters coordinated between unit staffs.

Staffs help subordinate headquarters understand the larger context of operations. They do this by first understanding their higher headquarters' (HHQ) operations and commander's intent and nesting their own operations with HHQ. They then actively collaborate with subordinate commanders and staffs to facilitate a shared understanding of the operational environment. Examples of staffs assisting subordinate units include performing staff coordination, staff assistance visits, and staff inspections.

Information should reach recipients based on their need for it. Sending incomplete information sooner is better than sending complete information too late. When forwarding information, the sending staff highlights key information for each recipient and clarifies the commander's intent. Such highlighting and clarification assist receivers in analyzing the content of the information received in order to determine that information that may be of particular importance to the higher and subordinate commanders. The sending staff may pass information directly, include its analysis, or add context to it. Common, distributed databases can accelerate this function; however, they cannot replace the personal contact that adds perspective.

PERSONAL AND SPECIAL STAFF RESPONSIBILITIES

Collectively, through the COS or XO, staff officers are responsible for coordinating actions on behalf of the commander. Staff officers acquire, analyze, and synthesize information to provide timely and accurate information and recommendations to the commander. Staff officers often request and receive information and recommendations from other staff sections not under their cognizance.

Personal Staff

As previously stated, the commander's personal staff consists of the sergeant major and, in some commands, a command master chief, aides, personal secretaries, and drivers. The personal staff reports directly to the commander.

Sergeant Major. The sergeant major performs duties related to enlisted personnel discipline, welfare, conduct, morale, and leadership. The sergeant major's responsibilities include the following:

- Advise the commander and staff about enlisted personnel, including appraisals of the morale and discipline of the unit.
- Recommend and implement policies and standards on enlisted personnel performance, training, personal appearance, and conduct.
- Maintain communication with SNCOs and other enlisted personnel in the command through SNCO channels.
- Provide guidance and counsel to SNCOs and other enlisted personnel.
- Participate in the reception and orientation of newly assigned enlisted personnel.

Command Master Chief. The command master chief performs duties related to the Navy enlisted personnel discipline, welfare, conduct, morale, and leadership. The command master chief's responsibilities include the following:

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

Aide-De-Camp. The aide serves as personal assistant to a general officer. An aide's responsibilities include the following:

- Provide for the general officer's personal well-being and security.
- Help prepare and organize schedules, travel itineraries, and activities.

- Meet and host visitors.
- Act as an executive assistant.
- Supervise other personal staff members (secretaries, assistant aides, and drivers).

Special Staff Officers

Within their respective fields, special staff officers act as advisors, planners, supervisors, and coordinators. They are authorized direct access to the COS or the XO and direct liaison with other staff sections in matters of interest to those sections. Special staff officers operate under the staff cognizance of the COS.

Visual Information Officer. The visual information officer (VIO), under the staff cognizance of the communications strategy (COMMSTRAT) officer, uses visual imagery to record operations, training, and other activities. The Information Operations (IO) Officer coordinates visual information officer activities that result in visual documentation and graphic production of material for use in future operations, training, study, planning, historical documentation, and public information. The VIO's responsibilities include the following:

- Advise the commander on capabilities and applications of video imagery.
- Coordinate internal and external visual information activities to support the commander's requirements.
- Prepare Appendix 9 (Combat Camera) to Annex C to operation order (OPORD).
- Keep abreast of improvements and innovations in technology and recommend changes to equipment procurement and personnel training.
- Maintain close liaison with intelligence, historical, and public relations officers in order to document ongoing operations.
- Direct the operation of the command photographic or visual imagery facility.

Security Manager. The security manager manages the command information and personnel security program. The security manager's responsibilities also include the following:

- Serve as the commanding officer's advisor and direct representative on classified information security and personnel security.
- Develop written command information and personnel security procedures, including an emergency plan that integrates emergency destruction bills.
- Formulate and coordinate the command's security education and training program.
- Ensure threats to security, compromises, and other security violations are reported, recorded, and, when necessary, investigated vigorously.
- Ensure incidents falling under the investigative jurisdiction of the Naval Criminal Investigative Service are immediately referred to the nearest investigative office.
- Administer the command's program for classification, declassification, and downgrading of classified information.
- Coordinate preparation and maintenance of classification guides in the command.
- Maintain liaison with the command's public affairs officer to ensure proposed press releases with potential classified or sensitive information are referred for security review.

- Coordinate pre-publication review of material to ensure classified information about the command and its operations are not disclosed.
- Ensure compliance with accounting and control requirements for classified material, including receipt, distribution, inventory, reproduction, and disposition.
- Coordinate with the security officer on physical security measures to protect classified material.
- Ensure electrical and electronic processing equipment meet control of compromising emissions requirements.
- Ensure secure control of visits to and from the command when the visitor is authorized access to classified information.
- Ensure protection of classified information during visits to the command when the visitor is not authorized access to classified information.
- Prepare recommendations for release of classified information to foreign governments. In commands where so authorized, coordinate foreign disclosure of authorized classified information to allies through a designated and trained foreign disclosure officer.
- Ensure all personnel who handle classified information or who are assigned to sensitive duties are appropriately cleared.
- Ensure all requests for personnel security investigations are properly prepared, submitted, and monitored.
- Ensure access to classified information is limited to those with the need to know.
- Ensure personnel security investigations, clearances, and access are recorded.
- Coordinate the command program for continual evaluation of eligibility for access to classified information or assignment to sensitive duties.
- Maintain liaison with the command's special security officer on investigations, access to sensitive compartmented information, continuous evaluation of eligibility, and changes to information and personnel security policies and procedures.
- Maintain records of personal and duty-related foreign travel and present antiterrorism (AT)/force protection (FP) briefs prior to execution of travel.
- Coordinate with the command's communications and physical security officers on matters of common concern.

Foreign Disclosure Officer. The foreign disclosure officer (FDO) is responsible for the oversight and coordination of specific disclosure or release of classified military information or controlled unclassified information to representatives of foreign governments and international organizations. The foreign disclosure officer's duties include the following:

- Develop command policy and procedures for the disclosure of classified military information and controlled unclassified information to foreign government representatives, to include coalition military personnel.
- Review and recommend whether or not to release classified military information and controlled unclassified information to foreign personnel.

Information Management Officer. The information management officer (IMO) establishes the policy and procedures for information management (IM) within the command. The IMO develops

and refines the processes and procedures necessary to harness information for the command and guide daily staff actions. The IMO under the auspices of the command group develops a clearly defined and well executed information management plan (IMP) to ensure quality information gets to the right place on time and in a form quickly usable by its intended recipients. In most cases, the IMO operates directly under the COS or XO in order to provide the leverage to manage IM policies effectively. In other organizations, particularly those with enduring operations centers, the AC/S G-3 may be best positioned to manage the IMO. Ultimately, the commander decides where to place the IMO function. The underlying network-centric communication architecture and hardware, provided by the G-6 or S-6, and the staff section/subordinate unit information manager's understanding of the particular C2 system or application prove critical to the IM processes and procedures. The IMO's responsibilities include the following:

- Advise the commander and staff on IM matters and coordinate IM efforts throughout the organization.
- Facilitate battle rhythm coordination, routine reporting, and commander's critical information requirement development and tracking using IM systems.
- Develop and publish the Annex U (Information Management) and the command IMP for all exercise and operational planning directives. Ensure IM systems comply with the IMP.
- Develop and facilitate user training programs on IM business rules and best practices.
- Coordinate with the unit security manager and the AC/S G-6 to develop and implement information security procedures.
- Develop a close relationship with the G-6 to understand technical requirements and convey C2 demands.

Civil-Military Operations (CMO) Officer. The CMO officer advises the commander on CMO and civil affairs operations (CAO), supports operational planning, and coordinates CMO/CAO with military and civilian organizations within the AO. In situations where CMO is of increased importance, the commander may find it more effective to position the CMO officer as a member of the general staff (typically the Assistant Chief of Staff, AC/S G-9) rather than under the cognizance of the AC/S G-3. CMO officer responsibilities include:

- Advise the commander on legal and moral obligations and the potential impact of military operations on the civilian population and vice versa.
- Identify CMO/CA goals and objectives to support the mission and develop concepts and plans to achieve them.
- Prepare Annex G (Civil-Military Operations) and Annex V (Interagency Coordination) to the operation plan (OPLAN)/OPORD.
- Coordinate with the staff judge advocate (SJA) on the rules of engagement (ROE) regarding civilians in the AO, and recommend ROE changes to the commander to ensure that, to the extent that the tactical situation permits, the unit safeguards civilian personnel, cultural considerations, and property rights.
- Coordinate with the comptroller and the SJA to facilitate the identification, recording, and payment of claims for compensation for death, personal injury, or property damage.
- Plan and implement, in coordination with the law enforcement officer and SJA, necessary emergency populace and resource control measures to support rear area security, maintain law

and order, and minimize civilian interference with military operations. Such measures may include relocations, curfews, and movement restrictions. Provide the AC/S G-2 with information on the civil environment that can transform into actionable intelligence or add to the intelligence preparation of the operational environment and recommend priority intelligence requirements (PIR)(s).

- Maintain liaison with and coordinate operations with other United States Government agencies, host nation (HN) authorities, intergovernmental organizations, and nongovernmental organizations (NGOs) in the AO. Establish and operate the civil-military operations center to facilitate interaction with external stakeholders.
- Plan public affairs and community relations programs supporting CMO/CA goals and objectives in coordination with the COMMSTRAT officer in order to gain and maintain public understanding, goodwill, and support.
- Assist the AC/S G-4 and the medical officer in identifying civilian population resource shortfalls in food, water, shelter, and medical and develop programs for temporary relief until HN and intergovernmental (change to International) organizations/NGOs can provide support.
- Plan utilization of Marine Corps and Army CA forces and recommend use of other military resources for CMO.
- Prioritize and manage projects supporting CMO.
- Coordinate CMO with other staff sections (particularly IO, PA and military information support operations [MISO]) and higher, lower and adjacent commands.
- Provides representation to the IO Cell.
- Ensure CMO participation in targeting and other appropriate battle rhythm events.

Chaplain. The chaplain addresses matters pertaining to the moral, spiritual, and religious well-being of the command. The chaplain's responsibilities include the following:

- Advise the commanding officer or commander on all matters related to religious ministries.
- Develop plans, programs, and budgets to execute religious ministries within the command.
- Provide the commander and staff advice on religious issues in operational areas as well as on moral and ethical issues in operations and policies.
- Provide the commander and staff advice on family readiness and morale.
- Prepare Appendix 6 (Chaplain Activities) to Annex E (Personnel).
- Administer the command religious program by conducting divine services; administering sacraments and ordinances; performing rites and ceremonies of the chaplain's faith group; and providing outreach programs, spiritual growth retreats, and religious education.
- Ensure the availability of religious materials and facilitate religious ministries for personnel of other faith groups.
- Provide pastoral care and pastoral counseling, including visiting the sick and confines.

Note: Confidential communications to a chaplain or a chaplain's authorized assistants will be safeguarded from disclosure pursuant to Secretary of the Navy Instruction 1730.9A, *Privileged and Confidential Communications to Chaplains*. A confidential communication "includes acts of religion,

matters of conscience, and any other information conveyed to a Navy chaplain in the chaplain's role as a spiritual advisor that is not intended to be disclosed to third persons other than those to whom disclosure is in furtherance of the purpose of the communication or to those reasonably necessary for the transmission of the communication." Personnel should seek the advice of their cognizant SJA for more information.

- Assist in the casualty assistance calls program by providing or arranging ministry to the next of kin of deceased and seriously ill personnel. Never designate chaplains as casualty assistance calls officers.
- Advise the command chaplain of the unit or command to which the unit is attached of the necessary actions for staffing of chaplain and religious program specialist billets and other support requirements.
- Provide liaison with local religious groups and NGOs in the United States or abroad.
- Fulfill faith group requirements for maintaining ecclesiastical endorsement.

Staff Judge Advocate or Legal Officer. The SJA assists the commander in administering military justice and processing legal matters. In units not authorized a SJA, the legal officer performs these duties under the staff cognizance of the S-1. The SJA's responsibilities include the following functions:

- Prepare court-martial orders issued by the command.
- Review and recommend action on investigations and claims.
- Advise and provide legal assistance to military personnel.
- Review plans for legal implications and ensure compatibility with international law, US statutes, and Presidential directives.
- Advise the commander and staff on the law of war and ROE, handling prisoners of war and detainees, civil-military relations and jurisdiction, civil affairs and civic action, civil and administrative law, and international law and relations.
- Advise the commander and staff on contract law, labor law, and environmental law.
- Conduct training for members of the command on legal matters, including training on the law of war and standing ROE, the administration of military justice, and conducting investigations.

SARC. Command sexual assault response coordinator (SARC). The commander appoints the SARC in writing to serve as the command subject matter expert (SME) and point of contact (POC) for sexual assault prevention and response (SAPR) reporting requirements, victim care, and training coordination. Command SARCs ensure the command implements the SAPR Program and the host installation and HHQ SARC support the program. Command SARCs work collaboratively with both the installation SARC and HHQ SARC(s) as required. Command SARCs will:

- Monitor trends, identify systemic issues, ensure command compliance, assist with Defense Sexual Assault Incident Database input, and conduct quality assurance related SAPR initiatives and procedures.

- Provide program guidance and support to all subordinate command SARCs and SAPR victim advocates.
- Provide original signed DD 2910s (Unrestricted/Restricted Report Form) to the installation SARC within 10 business days. When located on a sister service installation, the command SARC will hand deliver or send a copy of the DD 2910 via encrypted email or certified mail and postmarked within the 10-day window to the HHQ SARC.
- When authorized by MF SAPR, complete Installation SARC training to provide support to the command's mission.
- Maintain Defense Sexual Assault Advocate Certification Program (D-SAACP) certification documents, training certificates, appointment letters, and CE hours for command SAPR victim advocates.

Surgeon. The surgeon advises the commander and coordinates all health services matters and support for the command. Dependent on the level of the command, a surgeon may serve as a special staff officer or may belong to a medical battalion, a medical company, or a detachment and dual-hat as a special staff officer. Alternatively, the surgeon may work under the AC/S G-4. The surgeon's responsibilities include the following:

- Analyze, recommend, and promulgate policy for health protection of the command. Provide staff cognizance and assist planning and execution of pre-deployment preventive medical services and individual medical readiness.
- Advise on the health services requirements of the command and the indigenous population within the command's area of operations (AO).
- Advise on the medical threat in the command's AO, considering environmental factors, endemic and epidemic diseases, weapons of mass destruction (WMD), and directed-energy devices.
- Plan for treatment of casualties resulting from enemy employment of WMD, identify biological agents used against friendly troops, advise on preventive medicine measures to protect friendly troops from the effects of enemy biological and chemical agents, and furnish assessments of the impact of WMD on friendly troops.
- Establish priorities for medical and dental care and treatment.
- Maintain visibility of the command's Class VIII A/B logistic status and medical materiel readiness.
- Identify health service support (HSS) requirements and prioritize this support through close and continuous coordination with the AC/S G-3/AC/S G-4 and subordinate MSC staff officers.
- Recommend methods of employment of organic and attached HSS elements.
- Exercise staff supervision over medical and dental training in the command.
- Exercise staff supervision and technical direction over health services activities throughout the command, including personal hygiene, environmental sanitation, first aid, sanitary aspects of food service and food procurement, and other preventive medicine activities affecting the health of the command.
- Coordinate with the AC/S G-1/AC/S G-3 on casualty and medical evacuations of dislocated civilians and injured personnel, enemy prisoners of war, and detainees, as required.
- Assist in preparation of the Annex Q (Health Service Support) to the Marine air-ground task force (MAGTF) OPLAN/OPORD.

Comptroller. The comptroller has responsibility for financial management. Operating under the staff cognizance of the COS, a comptroller will be assigned only to major commands. At commands not authorized a comptroller, staff duties pertaining to fiscal matters may be assigned to one or more staff sections. In commands without a comptroller the disbursing officer or fiscal officer assumes the comptroller's duties. Comptroller's responsibilities follow:

- *Budgeting.*
 - ♦ Prepares guidance, instructions, and directives to develop and execute the command budget.
 - ♦ Reviews the resource requirements and justifications for various command financial programs.
 - ♦ Compiles the annual budget.
 - ♦ Manages different funding streams in the command and advises the command on legal constraints of those streams.
 - ♦ Advise the command of the availability of funds outside the command.
 - ♦ Recommends allocation of funds and provides funding ceilings to subordinate units.
 - ♦ Initiates action for financial adjustments, when required, in the amount of funds made available.
 - ♦ Improves financial management efficiency.
- *Accounting.*
 - ♦ Maintains required records, including records of obligations and expenditures against allotments and project orders.
 - ♦ Maintains records for the plant property account and financial transactions of all classes of property.
 - ♦ Executes tasks involved in civilian pay, leave, and retirement.
 - ♦ Prepares financial accounting reports.
 - ♦ Supervises cost accounting operations.
 - ♦ Submits property returns.
 - ♦ Supervises timekeeping operations.
 - ♦ Prepares civilian payrolls.
- *Disbursing.*
 - ♦ Accomplishes payment of military and civilian payrolls, travel and per diem allowances, and public vouchers.
 - ♦ Collects proceeds of sales and other funds for credit to the US.
 - ♦ Registers allotments and savings bonds.
 - ♦ Prepares disbursing reports and returns.
- *Auditing and Reviewing.*
 - ♦ Designs new and improves existing audit policies, programs, methods, and procedures to monitor execution of funded programs.
 - ♦ Tests the reliability and usefulness of accounting and financial data.
 - ♦ Examines the effectiveness of control provided over command assets and makes appropriate recommendations for any required action.

- Coordinates all matters pertaining to external audits, including monitoring the implementation of recommendations and initiating follow-up action.
- Participates in financial management inspections of subordinate commands.
- Analyzes the requirements of all financial management directives promulgated by higher authority and prepares amplifying directives for dissemination within the command.
- Conducts routine analysis of all financial management reports submitted by subordinate units for accuracy, correctness of format, and compliance with directives, and to ascertain the financial condition of the reporting unit.
- Conducts financial management training programs for the staff and subordinate units.

Red Team Cell. Red team individuals support the inclusion of independent, critical thought, and alternative perspectives to support problem solving and decision-making processes. They help reduce risk and expand opportunities by exposing plans and concepts to rigorous examination to improve adaptability to constantly changing environments. Each Marine expeditionary force (MEF) and Marine expeditionary brigade requires a red team that reports directly to the COS as a special staff officer. Each MAGTF requires red team members to attend formal training to receive the MOS 0506 for use to the fullest extent to improve overall command effectiveness. ~ MCBUL 3510 dtd 10 Mar 2017.

Inspector General. The inspector general conducts inspections of activities and organizational units to ensure compliance with regulations, directives, and orders. Commanding generals of MEFs, wings, divisions, logistics groups, and regional installation commanders will employ a Command Inspector General who will execute the commands' respective Commanding General Inspection Program in addition to assistance, investigation, and teach and train functions. Inspector Generals' responsibilities include the following:

- Conduct inspections and investigations as directed by the commander.
- Recommend measures and actions to correct deficiencies.
- Facilitate and provide oversight for plaintiff appeals of legal cases when required

Safety Officer. The safety officer performs the general duties of a special staff officer with respect to air and ground safety. Units with responsibility or physical control of aircraft (Marine forces, wings, groups, and squadrons) shall employ a safety officer with the title of Director of Safety and Standardization. Ground units (MEFs, divisions, Marine logistics groups, regiments, and battalions) employ a safety officer with the title of Director of Safety. The safety officer is directly responsible to and must have direct access to the commander on all safety matters. Safety officers shall possess the necessary training and expertise to provide relevant, proactive mishap prevention, force preservation advice, and safety feedback to the command. Other responsibilities are as follows:

- Advise and assist the commanding officer in establishing and managing the Command Aviation Safety Program as per OPNAV 3750.6 series.
- Maintain appropriate aviation safety records and mishap statistics.
- Coordinate safety matters among the organization's staff.
- Assist in aircraft accident investigations to determine causes and to make recommendations.

- Conducts inspections and maintains records of ground accidents to keep the commander informed of problems and progress of the ground safety program.
- Coordinates ground safety-training programs designed to further awareness and education.
- Assists in ground mishap investigations to determine causes and to make recommendations.

Family Readiness Officer. The family readiness officer is the principal advisor to the commander on family readiness programs and initiatives. The family readiness officer, a civilian or appointed from available military personnel, has the following responsibilities:

- Formulate an awareness plan and distribute official information to Marines, Sailors, and their families.
- Conduct proactive family outreach and rapport development to facilitate meaningful two-way communication among the command, its personnel, and families for readiness and deployment support, including liaison and information sharing from installation Marine Corps Community Services (MCCS) resources and the local community.
- Develop and maintain budget requirements and expenditure records in accordance with the commander's direction.
- Manage volunteers including recruitment, screening, coordination of command interviews and appointments, management of reimbursements, training, mentoring, and recognition of effort and performance.
- Conduct family readiness-related hazards awareness and planning, such as policies for earthquakes, destructive weather, and fires.

Protocol Officer. The protocol officer advises the commander on etiquette and social matters. The protocol officer's responsibilities include the following:

- Plan, coordinate, and support visits from military and political dignitaries to the commander to include interpreter support when required.
- Ensure the command complies with proper protocol (e.g., seating arrangements, gift exchanges) when hosting dignitaries.
- Prepare and support the commander during external visits to military and political dignitaries.

Political Advisor. The political advisor is responsible for advising the commander on all matters pertaining to or involving primarily political or political-military relations within the assigned AO. The political advisor's responsibilities include the following:

- Participate in policy and planning activities by providing information and expert advice on political-military issues in support of the commander's policy development and decision-making.
- Provide the commander with interagency and diplomatic coordination and liaison.
- Assist the public affairs officer in developing and implementing effective public information products.
- Provide US Government policy guidance to the commander and staff.
- Collect and analyze information regarding political-military issues within the AO.

Command/Organization Security Officer. The command/organization security officer serves as the focal point for command physical security matters and will report directly to the commanding officer in matters pertaining to physical security.

- Plan, manage, implement, and direct the organization's physical security program.
- Establish physical security requirements for the command with assistance from the installation provost marshal, public works officer, and facilities engineer as appropriate.
- Develop, implement, and maintain an organization physical security plan to support the host installation AT plan.
- Develop and maintain a security education program.
- Identify assets (property and structures) requiring protection by priority and location.
- Ensure maintenance of installation crime statistics in order to identify trends and areas of increased criminal activity.
- Conduct unit level crime prevention briefs as directed.
- Conduct crime prevention and community relation programs as directed by the provost marshal.
- Review all plans for facility construction or modification and provide physical security, AT, and crime prevention comments as required.

GENERAL STAFF RESPONSIBILITIES

This section describes specific responsibilities of each general staff officer with respect to the following functions:

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

It also identifies those staff officers for whom the general staff officers commonly have primary staff cognizance. Except where noted, duties of the general and executive staff officers for each function are similar. The commander may modify specific duties listed for each staff officer. The list of staff officers is not all-inclusive, and not every staff has all of the staff officers listed. Commanders may assign additional staff officers not addressed in this section based on their particular mission requirements and desires.

Organization

As stated previously, the general staff consists of the COS and six or more functional staff sections, each headed by an AC/S, commonly designated as AC/S G-1 (personnel and administration), AC/S G-2 (intelligence), AC/S G-3 (operations and training), AC/S G-4 (logistics), AC/S G-5 (planning), and AC/S G-6 (communications systems). Commanders establish and assign staff

cognizance to these additional sections at their discretion, based on their organizational mission and operating environment. In certain commands, the AC/S G-7, AC/S G-8, and AC/S G-9 sections are assigned staff cognizance, such as training, finance, and CMO. The command's published orders, directives, terms of reference, and SOPs normally delineate specifics on the organization, functions and responsibilities of a particular command's general staff.

The executive staff, the counterpart of the general staff in smaller units, is similarly organized. It consists of the XO, S-1 (personnel and administration), S-2 (intelligence), S-3 (operations and training), S-4 (logistics), and S-6 (communications systems). Commanders may establish and assign functional areas to additional sections at their discretion based on their organizational mission and operating environment. Aviation units also have an aircraft maintenance officer and a director of safety and standardization as part of the executive staff. Based on mission requirements, the commander's desires, and the nature of the operational environment, a commander may organize additional executive staff sections.

Throughout the remainder of this publication, consider references to the general staff or general staff officers as being equally applicable to the executive staff or executive staff officers, unless otherwise indicated.

General Duties

The COS, assisted by the staff secretary, is responsible to the commander for all activities of the general and special staffs. General staff officers act as advisors, planners, supervisors, and coordinators within their several broad functional areas, which, taken together, include all activities of the command. The XO executes these functions for lower echelon commands. Staff officers' principal duties include the following:

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

Coordinating Responsibilities

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

Specific Duties

The remaining paragraphs of this section describe specific duties of each general staff officer.

Chief of Staff. The COS is responsible for directing, coordinating, supervising, and training the staff. The COS frees the commander from routine managerial duties. The COS is the primary conduit for the exchange of critical information between the staff and the commander. The COS oversees general and special staff officers but does not normally oversee the commander's personal staff.

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

The COS monitors the commander's schedule to optimize the commander's time. The COS will establish and manage the battle rhythm of the organization and orchestrate briefings and meetings for the commander. Staff members should inform the COS of any recommendations they pass directly to the commander or instructions they receive directly from the commander. In units not authorized a COS, the XO will provide staff supervision. In addition, the COS's responsibilities include the following:

- Keep the commander informed of current and developing situations.
- Receive the commander's decisions and ensure the staff takes appropriate actions to implement those decisions.
- Direct, prioritize, and manage staff tasking.
- Monitor the currency, accuracy, and status of commander's critical information requirements (CCIRs) and commander's significant notification events.
- Direct and supervise the planning, directing, monitoring, and assessment process (Commander's Decision Cycle).
- Monitor the development of plans, orders, and instructions.
- Obtain the commander's approval of plans, orders, and instructions and then promulgate them.
- Monitor, with the assistance of the staff, the execution of plans, orders, and instructions.
- Determine liaison exchange requirements and receive liaison teams.
- Monitor staff discipline, morale, and combat readiness.
- Organize, plan, and supervise staff training.
- Ensure proper coordination of staff activities internally, vertically (with HHQ) and subordinate commands), and horizontally (with adjacent commands).
- Coordinate with the IMO on all matters regarding IM by providing the mechanisms to coordinate the staff and Annex U (Information Management) development.
- Represent the commander when authorized.

Staff Secretary. The staff secretary is not a member of either the general or special staff; however, the nature of the staff secretary's duties requires a close relationship with this officer and the

officers of the general and special staffs. As an administrative assistant to the COS, the staff secretary's responsibilities include the following:

- Maintain the temporary office of record for the commander, the deputy or assistant commanders, and the COS. The adjutant maintains the permanent office of record for the unit.
- Ensure all interested staff sections receive and act on, if necessary information, including organizational e-mail, routed to the COS.
- Direct and supervise the administrative functioning of the offices of the commander, the deputy or assistant commanders, and the COS.
- Receive personnel visiting the command to confer with the commander, the deputy or assistant commanders, and the COS.
- Plan and supervise conferences chaired by the commander, the deputy or assistant commanders, or the COS.
- Monitor planning and execution of all official events and ceremonies involving the commander, the deputy or assistant commanders, and the COS.
- Act as the informal POC for liaison officers (LNOs).
- Coordinate and route documents requiring administrative, format, content, or substantive corrections or modifications to appropriate staff sections for action.

Assistant Chief of Staff, Personnel. The AC/S G-1 is the general staff officer for personnel administration throughout the command, which includes the four functions of Marine Corps administration (general, operational, manpower, and personnel) for Active and Reserve Components and civilian employees.

General Administration. This functional area contributes to the welfare and recognition of Marines and enhances the commander's ability to enforce good order and discipline throughout the command. The AC/S G-1's general administration responsibilities include the following:

- Manage command files and directives.
- Manage general correspondence.
- Manage casualty assistance procedures.
- Manage command legal.
- Manage awards program.
- Manage limited duty program.
- Manage the Government Travel Charge Card program.
- Manage the Defense Travel System (DTS) program.
- Manage the Automated Message Handling System (AMHS) message trafficking.
- Manage the command Marine Corps Total Force System (MCTFS) program.
- Share responsibility for temporary duty travel orders process.
- Supervise postal operations.
- Oversee and coordinate the personnel functions of command MCCA and the personnel/family readiness program when a family readiness officer (commonly referred to as FRO) is not assigned as a special staff member.

Operational Administration. Operational administration primarily focuses on planning, coordinating, or executing emergent personnel assignments in response to requirements of a temporary or immediate nature, as well as those administrative requirements directly linked to active military operations. The AC/S G-1's operational administration responsibilities include the following:

- Conduct crisis and deliberate planning for personnel matters to include staff cognizance of Annex E (Personnel).
- Prepare manning documents for headquarters staffs and for ad hoc organizations in support of operational commitments.
- Manage individual augmentation to external commands, conduct individual rotation planning, and advise on unit rotation policies.
- Conduct unit personnel strength reporting.
- Manage casualty reporting and conduct casualty estimates in order to anticipate combat replacement requirements.
- Process and report evacuees during noncombatant evacuation operations.
- Coordinate personnel reception center operations.
- Plan and coordinate the handling of enemy prisoners of war and detainees.
- Plan, coordinate, and supervise measures pertaining to the collection, identification, and evacuation of the deceased and the disposition of personal effects.

Manpower Administration. Manpower administration oversees the allocation of personnel throughout the command or unit, with particular focus on permanently assigned personnel. This functional area includes the comprehensive development of manpower solutions to meet requirements that integrate all sources of manpower: active duty and reserve personnel, Department of Defense (DOD) civilian personnel, and contractors. The AC/S G-1's manpower administration responsibilities include the following:

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

Personnel Administration. Personnel administration includes those tasks affecting an individual's administrative record and master pay record. Typically, personnel administration is conducted in coordination with the supporting installation's personnel administration center. The AC/S G-1's personnel administration responsibilities include the following:

- Maintain electronic personnel and pay records.
- Initiate and terminate deployment-specific pay entitlements.

- Supervise personnel record maintenance.
- Manage identification cards.

The officers under staff cognizance of the assistant chief of Staff, Personnel and their responsibilities are as follows:

- Adjutant. The adjutant oversees specific general administration functions, and the adjutant's responsibilities include the following:
 - ♦ Process naval correspondence.
 - ♦ Coordinate casualty assistance procedures, including casualty assistance calls officer response, next of kin notification status, and personnel casualty report oversight.
 - ♦ Maintain command official files.
 - ♦ Manage awards program.
 - ♦ Supervise postal affairs.
 - ♦ Maintain subject matter expertise for the performance evaluation system.
 - ♦ On executive staffs, the adjutant is responsible for office management, personnel, and general administration. Staff responsibilities typically include the following:
 - Perform duties of the legal officer.
 - Perform duties of the classified materials control center officer.
 - Supervise unit personnel procurement, classification, assignment, transfer, and replacement.
 - Route and monitor official command messages and information.
 - Personal and unit awards
 - Maintain reports control system.
 - Draft, review, and staff SOPs, command policies, awards, directives, and request masts.
 - Arrange boards, meetings, and conferences.
 - Maintain office of record for the headquarters.
 - Prepare and promulgate duty rosters.
 - ♦ Manage protocol functions related to changes of command, parades, unit functions, promotions, and retirements.
- Manpower Officer. The manpower officer plans, tracks, monitors, coordinates, and distributes personnel within the command. The manpower officer focuses specifically on active duty military manpower (with emphasis on permanent duty assignments) but coordinates with other offices for a complete staffing picture of all manpower resources. The manpower officer's responsibilities include the following:
 - ♦ Manage internal assignments of officers and enlisted personnel within the command.
 - ♦ Coordinate with other offices such as civilian manpower, reserve liaison, Navy manpower, and contracting to develop comprehensive and integrated solutions to manpower requirements.
 - ♦ Coordinate with the senior SME of an occupational specialty to receive advice on transfers and assignments.
 - ♦ Compile, analyze, and submit personnel statistical data for the command's readiness reports.

- ♦ Manage all table of organization and equipment change requests (commonly referred to as TOECRs) affecting manpower for the command and subordinate units. Coordinate with other stakeholders when a change request impacts a table of equipment. Coordinate with AC/S G-3 when a change request impacts a unit's capability.
- ♦ Coordinate fleet assistance program assignments.
- AC/S G-1 Operations Officer. The AC/S G-1 operations officer is responsible for personnel assignments to individual operational requirements of a temporary nature, generated internally or externally to the command. The AC/S G-1 operations officer also oversees those administrative requirements that are directly linked to operational requirements and is the lead for direct personnel planning support to operations. The AC/S G-1 operations officer's responsibilities include the following:
 - ♦ Conduct crisis and deliberate planning, to include the coordination and development of the Annex E (Personnel).
 - ♦ Participating member of the unit's operational planning team (OPT).
 - ♦ Conduct planning for individual operational requirements and manning documents and coordinate their validity with the AC/S G-3.
 - ♦ Manage sourcing process for individual augmentation requirements.
 - ♦ Develop individual rotation plans and advise AC/S G-3 on unit rotation plans.
 - ♦ Conduct periodic unit personnel strength reporting.
 - ♦ Oversee casualty reporting and coordinate with medical staff to ensure patient tracking and accountability.
 - ♦ Conduct casualty estimates and manage the combat replacement process.
 - ♦ Coordinate personnel reception center plans and operations with the camp commandant and AC/S G-4, as required.
 - ♦ Plan personnel support for noncombatant evacuation operations.
- Personnel Officer. The personnel officer functions as the primary advisor to the commander on matters relating to personnel administration and acts as the primary communication linkage with the installation personnel administration center. The personnel officer's responsibilities include the following:
 - ♦ Oversee the interface between the installation personnel administration center and the command, ensuring effective communication and coordination to accomplish personnel administration.
 - ♦ Provide oversight to ensure source documents for reportable events in the MCTFS are administratively correct and completed in a timely manner.
 - ♦ Provide oversight of the duty status of personnel and ensure accuracy of MCTFS data.
- Civilian Manpower Officer. The civilian manpower officer serves as the command's SME for DOD civilian workforce management and may act as the conduit between the command and the Office of Civilian Human Resources. The civilian manpower officer's responsibilities include the following:
 - ♦ Formulate command civilian manpower policy for timekeeping, work schedules, equal employment opportunity, compensation, training, performance appraisals, performance awards, promotions, and disciplinary actions in coordination with the Office of Civilian Human Resources.

- ♦ Provide sourcing solutions to the command's civilian manpower requirements in coordination with the Office of Civilian Human Resources.
- ♦ Formulate civilian labor budget and monitor execution rates in coordination with the comptroller.
- ♦ Facilitate initial processing of new hires.
- ♦ Oversee the command sponsorship program for civilian personnel overseas.
- Reserve Liaison Officer. The reserve LNO facilitates support from individual reservists. The responsibilities for this position include the following:
 - ♦ Prepare, coordinate, manage, and account for reserve active duty and inactive duty training periods (to include annual training and reserve counterpart training), the command active duty operational support budget, and sourcing solutions to fulfill emergent and preplanned requirements.
 - ♦ Manage the command's active duty operational support and individual mobilization augmentee programs.
 - ♦ Provide general and personnel administration for assigned reserve Marines.
- Navy Administration and Manpower Officer. The Navy administration and manpower officer is the command SME for the administration of Navy personnel typically assigned to the AC/S G-1. The Navy administration and manpower officer's responsibilities include the following:
 - ♦ Manage Navy personnel staffing and slating, in coordination with Navy personnel support detachment, the AC/S G-1 manpower officer, and the AC/S G-1 operations officer.
 - ♦ Serve as the Navy personnel counselor and career counselor for the command.
 - ♦ Coordinate the Navy Sponsorship Program.
 - ♦ Maintain Navy-specific systems for the accountability of Navy personnel and their family members.
 - ♦ Advise and coordinate Navy Reserve mobilization support.
 - ♦ Identify opportunities to leverage and integrate the Navy Reserve.
- Career Planner. The career planner is responsible for administering the command's career planning program and serves as the primary advisor on enlisted retention matters. The career planner's responsibilities include the following:
 - ♦ Advise the command on retention matters to preserve experience and combat power.
 - ♦ Identify, screen, interview, and process Marines for reenlistment, extension, lateral move, special duty assignment, early release, and transition to the Reserve Component.
 - ♦ Manage the unit first-term alignment plan and subsequent-term alignment plan missions.
 - ♦ Assist Marines in career matters to include improving their performance and competitiveness for promotion and retention, providing reassignment opportunities, and coordinating transition support programs.
- Marine Corps Community Services Officer. The MCCA officer provides for the physical, cultural, Service, and social needs of assigned personnel and their families. The MCCA officer serves as the command's SME on programs provided by MCCA. The MCCA officer's responsibilities include the following:
 - ♦ Support family readiness efforts for Marine Corps forces and their families.

- Draft and coordinate policy and implementation guidance for suicide prevention, sexual assault prevention and response, substance abuse prevention, voting assistance programs, and education programs.
- Maintain a current appraisal of morale and influencing factors and assess the command's needs for leave and liberty such as cultural tours, field exchanges, fitness centers, libraries, hobby shops, movie theaters, recreation centers, internet cafés, swimming pools, and athletic clubs. Coordinate with MCCS or other Service morale, welfare, and recreation activities to prioritize and provide recreational services.
- Provide fiscal oversight of non-appropriated funds and appropriated morale, welfare, and recreation-related funds.
- Plan, coordinate, and supervise the acquisition, storage, security, issue, recovery, and redistribution of all special services' supplies and equipment.
- *Postal Officer.* The postal officer plans and oversees postal affairs and mail handling procedures. The postal officer's responsibilities include the following:
 - Coordinate with appropriate civilian and military postal authorities on postal matters, to include the US Postal Service and the executive agent for postal services in a designated AO.
 - Coordinate with the AC/S G-3 and the AC/S G-4 for the movement and in-transit storage of mail and convey command priorities for movement of mail to logistic transportation coordinators.

Assistant Chief of Staff, Intelligence. The AC/S G-2 has staff responsibility for intelligence and intelligence, surveillance, and reconnaissance (ISR) operations. The commander relies on the intelligence officer to ensure efficient and effective acquisition, exploitation, analysis, and provision of information related to the weather (specifically the impacts of weather on friendly and enemy operations); terrain; and enemy capabilities, status, and intentions. The AC/S G-2 performs the following functions primarily through Annex B (Intelligence) and supporting appendices and contributions to the base order and other annexes, as well as close coordination with ISR-related units:

- Validate and plan information requirements.
- Advise the commander and staff regarding ISR capabilities and limitations.
- Assist the commander in defining the area of interest.
- Recommend PIRs to the commander.
- Generate a Concept of Intelligence Operations and develop a detailed intelligence annex with subordinate appendices.
- Assign priorities to intelligence personnel, radio battalions, reconnaissance battalions, light armored reconnaissance battalions, and unmanned aerial vehicle squadrons.
- Enable the integration of national and theater intelligence support and coordinate the MAGTF's intelligence effort with those of other organizations and agencies external to the MAGTF.
- Integrate collection, production, and dissemination activities.
- Establish the MAGTF's intelligence architecture and ensure its integration and interoperability with the Joint intelligence architecture.

- Ensure the accessibility of intelligence by all elements and echelons of the MAGTF.
- Allocate resources and assign specific intelligence and reconnaissance missions to subordinate elements.
- Monitor the overall intelligence, surveillance, counterintelligence (CI), and reconnaissance efforts.

Additional duties of the AC/S of staff, intelligence include the following:

- Develop and answer outstanding PIRs and intelligence requirements (IR) by planning and directing organic intelligence operations and integrating supporting intelligence operations.
- Prepare appropriate intelligence, CI, and reconnaissance plans and orders, and integrate them with the plans and orders of external organizations.
- Provide intelligence products in support of the planning and execution of operations.

Officers under staff cognizance of the Assistant Chief of Staff, Intelligence include the following:

AC/S G-2 Operations Officer. The AC/S G-2 operations officer has primary responsibility for intelligence support to current and future operations. The AC/S G-2 operations officer's responsibilities include the following:

- Coordinate and provide intelligence planner support to the AC/S G-3 operations section.
- Serve as the AC/S G-2 representative to the crisis action team (commonly referred to as CAT) and other AC/S G-3 current operations (COPS) boards, centers, cells, and working groups.
- Ensure intelligence support to the combat operations center (COC), future operations center, and force fires coordination center/fire support coordination center (FSCC).
- Plan for the provision of intelligence liaison teams to external commands and intelligence organizations.
- Lead the effort to consolidate and satisfy intelligence-related requests for information.
- Monitor the execution of the ISR plan and ensure it is conducted in accordance with appropriate intelligence oversight regulations.

AC/S G-2 Plans Officer. The AC/S G-2 plans officer has primary responsibility for ensuring intelligence support to the future plans cell. The AC/S G-2 plans officer's responsibilities include the following:

- Develop the concept of intelligence operations based on the mission, threat, commander's intent, guidance, concept of operations (CONOPS), and other guidance.
- Provide intelligence support to the AC/S G-5 future ops/plans section OPTs
- Plan and coordinate the deployment of intelligence elements and resources into the AO.
- Coordinate support from external organizations and agencies as required.
- Provide Annex B (Intelligence) and Annex M (Geospatial Information and Services), and assist in development of Annex N (Space Operations) and Annex S (Special Technical Operations) to the concept plan/ OPLAN. Develop the special intelligence network plan in Annex B and ensure synchronization with AC/S G-6/S-6's annex K.

- Recommend policies for the conduct of ISR and CI operations.
- Manage the AC/S G-2's imagery and mapping, CI, human intelligence (HUMINT), signals intelligence (SIGINT), and weather sections.

Target Intelligence Officer. The target intelligence officer supervises the production and analysis (P&A) cell's target analysis/battle damage assessment (BDA) team and works in close coordination with the MAGTF Fires and Effects Center. The target analysis/BDA teams provide the full range of target development and analysis to support deliberate and dynamic targeting efforts of the MAGTF. The BDA team also maintains the comprehensive picture of battle damage caused to targets and prepare BDA reports and assessments that support the MAGTF combat assessment effort. The target intelligence officer coordinates directly with intelligence operations center (IOC)/SARC/Collection Management for support to targeting/BDA.

- Assist in evaluating lethal and nonlethal capabilities of each target in order to develop a prioritized list of targets and the IRs that support target acquisition and combat assessment. (Target Development – IBP, target value analysis, high value targets/high payoff targets/high payoff target lists/targeted areas of interest identification, etc.)
- Consolidating, de-conflicting, and refining BDA reports.
- Introducing additional information and intelligence obtained from other sources.
- Preparing the Phase I BDA, physical damage assessment, for the MEF commander.
- Preparing Phase II BDA, functional damage assessment, based on the consolidated reporting from subordinate, higher, and adjacent commands.
- Adjusting the MEF order of battle data bases to reflect combat losses.
- Developing the combat strength assessment for each unit.

Intelligence Support Coordinator. The intelligence support coordinator (ISC) has substantial interaction with, and provides support to, the G-2, G-3, G-5, G-6, and other primary and special staff. In garrison, the principal task of the intelligence battalion commander is to organize, train, and equip detachments that support MEF intelligence centers and other designated commands with integrated collection, analysis, development, and dissemination of intelligence products. During combat and crisis response operations, the intelligence battalion commander is dual-hatted as the MAGTF ISC, serving under the staff cognizance of the G-2. The ISC plays a significant role in executing the concept of intelligence operations including: planning and executing MAGTF-level ISR operations; the processing, exploitation, and analysis of collected information (minus SIGINT); and the subsequent production and dissemination of intelligence. The ISC's responsibilities include the following:

- Establish and operate the MAGTF IOC, to include the surveillance and reconnaissance coordination center, AC/S G-2X/S-2X, the MAGTF all-source fusion center, the command element's meteorological and oceanographic cell, and the P&A cell. Typically, the IOC will be collocated with the main command post.
- Plan, develop, integrate, and coordinate intelligence collection, production, and dissemination plans. This function includes the effective employment and integration of organic and externally-sourced SIGINT, CI, HUMINT, imagery intelligence, geospatial intelligence (GEOINT), measurement and signature intelligence, ground remote sensors, ground

reconnaissance teams, and tactical air reconnaissance assets across the spectrum of collections, production, and dissemination operations.

- Assist the AC/S G-2, AC/S G-3, AC/S G-5, and AC/S G-6 with OPORD development including annexes and appendices).
- Plan, develop, integrate, and coordinate intelligence and CI support to the commander's estimate, situation development, indications and warning, FP, targeting, and combat assessment.
- Integrate the enemy common operational picture/common tactical picture inputs from subordinate units and external commands and intelligence agencies.
- Conduct the necessary collection resource management and ISR mission planning and execution to satisfy the commander's PIRs.
- Provide tailored intelligence product support to the AC/S G-3, AC/S G-5, and other MAGTF-level planning teams.
- Provide appropriate red cell support to OPTs during wargaming.
- Support AC/S G-2 efforts to answer intelligence-related requests for information.
- Support MAGTF targeting with target intelligence to include target analysis, target systems analysis, collateral damage estimation, and battle damage assessment.
- Provide the MAGTF with indications and warnings.
- Coordinate intelligence communications system architecture with the AC/S G-6, including its integration with and support of imagery intelligence and other intelligence and reconnaissance requirements.

The ISC is also responsible for providing CI support to the command. The assigned CI/HUMINT staff officer (CIHO) is responsible for formulating plans, measures, and countermeasures and for recommending CI/HUMINT strategies to the commander. The CIHO acts as the commander's special staff officer and principal advisor on CI/HUMINT and ensures that CI/HUMINT capabilities are effectively employed during all phases of mission planning and execution. The CIHO is also responsible for coordination with the intelligence battalion and CI/HUMINT company commanders for the planning, direction, and execution of MAGTF CI/HUMINT operations. The CIHO becomes an AC/S G-2X/S-2X once assigned, at a minimum, a CI coordination authority and HUMINT operations cell, but an operations support cell may also be required to support multiple teams in executing CI/HUMINT activities.

Surveillance and Reconnaissance Coordination Center Officer. The SARC officer in charge (OIC) is responsible for supervising the execution of organic, attached, and direct support intelligence collection and reconnaissance operations. The SARC OIC is responsible for the following functions:

- Monitor the status of all ongoing intelligence collection operations, to include reconnaissance and surveillance missions, locations and effective times for all pertinent fire support control measures, and communications system plans.
- Ensure operational C2 centers are apprised of ongoing intelligence, CI, and reconnaissance operations.
- Receive and analyze intelligence reports from deployed collection elements and disseminate intelligence reports to C2 centers in accordance with the dissemination plan.

Collection Management/Dissemination Officer. The collection management/dissemination officer (commonly referred to as CM/DO) works within the support cell. In coordination with the P&A cell OIC, the SARC OIC, the AC/S G-2 operations officer, intelligence/ reconnaissance commanders, and the AC/S G-6, the collection management/dissemination officer performs the following functions:

- Formulate detailed intelligence collection and dissemination requirements and coordinate internal and external collection operations.
- Develop all-source intelligence dissemination plans and supporting architectures for voice and data-networked communications and integrate these plans and systems with external intelligence communications system and dissemination operations.
- Monitor the flow of intelligence throughout the command and ensure that it is delivered to intended recipients in a timely fashion and that it effectively meets their needs.

Production and Analysis Cell Officer. The P&A cell OIC manages and supervises the all-source intelligence processing, exploitation, analysis, production, and dissemination efforts. The P&A cell OIC's responsibilities include the following:

- Plan and direct operations of the direct support teams.
- Coordinate and integrate P&A cell operations, estimates, and products with the AC/S G-2 and AC/S G-5.
- Maintain all-source automated intelligence databases, files, workbooks, country studies, and other intelligence studies.
- Plan and maintain imagery, mapping, and topographic resources and other intelligence references.
- Administer, integrate, operate, and maintain intelligence processing and production systems and sensitive compartmented information systems.
- Analyze and fuse intelligence and other information into tailored all-source intelligence products to satisfy the commander's PIRs and IRs.
- Develop and maintain current and future intelligence situational, threat, and environmental assessments and target intelligence based on all-source analysis, interpretation, and integration.

Signals Intelligence Officer. The Signals Intelligence Officer responsibilities include the following:

- Establish and lead the MAGTF operations control and analysis center to include subordinate virtual SIGINT operations centers (commonly referred to as VSOCs).
- Assist the AC/S G-2, AC/S G-3, AC/S G-5, and AC/S G-6 with OPORD annex and appendix development.
- Conduct detailed SIGINT, electronic warfare (EW), and offensive cyberspace operations (OCO) mission planning and execution.
- Provide SIGINT reporting and finished SIGINT products to the AC/S G-2 and to the IOC to enable cross-cuing and support all-source fusion.
- Support the red team.
- Support efforts to answer intelligence-related requests for information.

- Support targeting.
- Provide the MAGTF with SIGINT/EW/OCO indications and warnings.

Note: The SIGINT Officer is typically the radio battalion commander.

Assistant Chief of Staff, Operations. The AC/S G-3 is the principal staff officer for all matters on training, plans, operations, and organization. At the MEF/MARFOR levels, the AC/S G-3 shares responsibility for planning with the AC/S G-5, plans officer based on defined planning horizons. Every unit staff has an operations officer.

Operations Responsibilities. The operations responsibilities of the AC/S G-3 include the following:

- Exercise overall staff responsibility for the planning of operations, and the preparation/dissemination of warning orders, OPORDs, and fragmentary orders (FRAGORDs).
- Staff cognizance of future operations OPT.
- Integration of warfighting functions.
- Support the AC/S G-5 in the development and review of contingency plans (CONPLANs) and OPLANs.
- Exercise staff cognizance for Annex A (Task Organization), Annex C (Operations), Annex J (Command Relationships), Annex X (Execution Checklist), Annex W (Aviation Operations) and Annex U (Information Management).
- Prepare and review supporting plans such as fire support, tactical deception, combat engineer operations, military police operations, and IO.
- Direct task organization, tactical movement, and employment of units.
- Monitors operations.
- Conducts and/or contributes to unit assessment process.
- Operate the COC, determine the general location of the command post, and designate the general location for bivouacking, quartering, and staging units involved in tactical operations.
- Plan and execute exercises.
- Plan and execute IO, civil affairs activities, and rear area security.
- Plan and direct operational security and FP.
- Plan and monitor the execution of OCO.
- Recommend missions for reconnaissance units to the AC/S G-2.
- Conduct crisis action planning and long-range contingency planning.
- Prepare operational lessons learned and historical reports.
- Estimate personnel and combat service support (CSS) requirements in coordination with the AC/S G-1 and AC/S G-4.

Training Responsibilities. The training responsibilities of the AC/S G-3 include the following:

- Develop and refine the unit's mission-essential task list.
- Identify training requirements and priorities based on the unit's mission-essential task list and training status.

- Determine requirements for training aids, doctrinal publications, facilities, and ammunition.
- Manage training resources.
- Organize and conduct internal schools.
- Obtain and allocate quotas for external schools.
- Plan and conduct training, training inspections, tests, and evaluations.
- Maintain training and readiness records.
- Prepare training and readiness reports.

Note: In some MEFs the training responsibilities and function come under the staff cognizance of the G-7 (Training)

Officers under staff cognizance of the Assistant Chief of Staff, Operations include the following:

Current Operations Officer. The COPS officer receives the OPORD from the OPT at the transition briefing and coordinates execution of the OPORD from the COC. The COPS officer coordinates the current battle and ensures adherence to the commander's intent. The COPS officer supervises the staff personnel manning the COPS floor in the COC, oversees the monitoring of operations and provides direction to the force within granted authorities from the AC/S G-3. The COPS officer's preview includes: progress toward the commander's objectives, status of forces and materiel, monitors operations, coordinates terrain management, maintains updated essential maps and information in the COC providing situational awareness to the commander and other staff sections. The COPS officer's responsibilities include the following:

- Confirm the plan to the commander and implement the plan.
- Operate the COC in order to monitor ongoing operations, analyzing and synthesizing battlespace events and information.
- Assess commander's critical information requirement collection and ensure reporting to the commander. Prepare operational reports as required.
- Coordinate with force fires coordination center and future operations to adjust the current plan.
- Coordinate and monitor execution of force deployments.
- Develop FRAGORDs within the COPS planning horizon and transmit orders and tactical decisions.

Future Operations Officer. The future operations officer and the future operations section is the focal point of the Marine Corps Planning Process (MCP) activities. The future operations officer supervises the OPT and coordinates with both the future plans and COPS sections to integrate planning. The future operations section will either inherit outline plans from the future plans division or receive planning requirements from the COPS section that exceed its planning horizon. The future operations officer fully integrates the other staff section plans officers, warfighting function representatives, and subordinate unit representatives into the planning process. Moreover, the future operations section focuses on changes to subordinate missions and develops branch plans and sequels. The future operations officer's staff section's efforts generate tempo internal to the force. In contingency planning, the AC/S G-5 plans section will generally pass CONPLANS/OPLANS to the AC/S G-3 future operations section for detailed review and further

development into an OPORD when it is relatively certain the plan will be executed. The future operations officer's responsibilities include the following:

- Develop branch plans and refine sequels.
- Provide direction and oversight to OPTs.
- Coordinate with the AC/S G-5 for combatant commander (CCDR) and other Service support.
- Develop potential CCIRs and PIRs.
- Shape the battlespace for the next MSC mission change in conjunction with the force fires coordinator and the MAGTF target board.
- Write initial OPORD and FRAGORD within the future operations planning horizon.
- Transition orders to COPS for execution.

MAGTF Air Officer. The MAGTF air officer provides the MAGTF commander with aviation expertise and an essential interface between the MAGTF commander, the aviation combat element (ACE), the airspace control authority (ACA)/joint force air component commander, and other air-capable commands as required. The air officer coordinates with appropriate agencies across the three planning horizons to integrate and synchronize the six functions of aviation with the MAGTF CONOPS. The air officer, ACE, and Marine liaison element personnel coordinate and liaise with higher and adjacent aviation coordination agencies to facilitate MAGTF aviation integration with joint/combined air operations. The MAGTF air officer normally supervises the air center at the MEF; smaller MAGTFs may employ an air cell or a single air officer. MAGTF air officer responsibilities normally include:

- Coordinate the aviation concept of support with MAGTF command element agencies and MSCs/major subordinate elements.
- Advise/coordinate planning and employment of the Marine air command and control system.
- Advise/coordinate development and implementation of airspace control measures to support the integration of aviation operations, fires, and maneuver.
- Advise/coordinate all aspects of air defense to include employment of air and surface anti-air warfare assets.
- When afloat, coordinate MAGTF air operations with appropriate USN agencies (composite warfare commanders/coordinators, National Threat Assessment Center, supporting arms coordination center, landing force operations center, etc.)
- Coordinate with the fires and effects coordination center (FECC) to facilitate integration and coordination of MAGTF offensive air support.
- Host appropriate battle rhythm events (e.g., air coordination working group) to coordinate MAGTF aviation requirements.
- Consolidate, prioritize, and coordinate MAGTF air support requests submitted by MSCs
- Facilitate integration of MAGTF aviation requirements into the MAGTF direct support (DS) air tasking order (ATO).
- Coordinate MAGTF air operations with the joint force commander (JFC), other services, nations, host country, and other applicable external agencies/commands to:

- In coordination with the ACE/ Marine liaison element, integrate MAGTF air operations with joint/combined air operations (includes requests for external air support).
- Coordinate external tasking of MAGTF air assets between the ACE and applicable external agencies/commands.
- Maintain the status of air operations in support of all current and future MAGTF operations.

Air Officer (Major Subordinate Command/Element and Below Echelons). The air officer advises the commander and the staff on the employment of aviation and coordinates air support. Air officer's responsibilities include the following:

- Advise command regarding aviation capabilities and employment for movement of material and personnel.
- Prepare, consolidate, coordinate, prioritize, and submit air support requests (assault support requests and joint tactical airstrike requests).
- Provide an aviation representative to participate in OPTs.
- Coordinate airspace coordinating measures to facilitate MAGTF plans and operations.
- Provide an air watch officer to work in the COC as required.
- Coordinate with the FSSC to facilitate integration and coordination of MAGTF offensive air support. Provide an aviation representative to the FSSC or supporting arms coordination center when embarked on amphibious ships as required.
- Conduct regular air coordination meetings to facilitate the ATO process during operations and training.
- Manage employment of joint terminal attack controllers (JTACs).
- Conduct aviation training.

MAGTF Fires and Effects Coordinator. The fires and effects coordinator (FEC) serves as the MAGTF commander's senior advisor responsible for the overall planning, coordinating, and execution of fires and effects throughout the MAGTF battlespace. The FEC serves as the OIC of the MAGTF FECC. The size, scope and organization of a FECC may vary based on MAGTF type and mission requirements. FEC responsibilities normally include:

- Plan for fires and effects as an integral element of the MAGTF's overall CONOPS, in conjunction with the other warfighting functions, to promote a single battle and provide fires and effects planning and execution direction to the MSCs.
- Coordinate MAGTF shaping actions by integrating and synchronizing MAGTF fires and effects to achieve shaping objectives.
- Plan, coordinate and direct MAGTF shaping methodology and counterfire activities.
- Assess effectiveness and performance of MAGTF fires and effects, and coordinate adjustments required to achieve MAGTF objectives.
- Sponsor and host targeting boards, working groups, and other battle rhythm forums to plan and coordinate MAGTF fires and effects as required during the battle rhythm.
- Coordinate with higher, adjacent, subordinate, and supporting agencies/entities to integrate and coordinate fires and effects.

- Coordinate requests for external fires and effects capabilities to address MAGTF shortfalls.
- Coordinate fires C2 systems planning and monitor system status during execution.
- Monitor and support MSC fires and effects within their assigned boundaries.
- Resolve fires and effects issues requiring MAGTF level decisions.

Fire Support Coordinator (Major subordinate command and below echelons). The FSC is responsible for the planning, coordination, integration, direction, and monitoring of organic and supporting lethal and nonlethal fires. All ground combat maneuver units, division through battalion, normally include an FSC. An FSC is assigned to the rear area operations center as required. FSC responsibilities normally include:

- Supervise the operation of the FSCC, including organizing and training personnel.
- Develop, in coordination with the G-3/S-3, a concept of fires and associated objectives to support the operation.
- Plan, coordinate, integrate, direct, and monitor organic and supporting fire support activities.
- Conduct fires and effects related battle rhythm events.
- Coordinate the activities of the air officer, naval gunfire officer, IO officer, and targeting officer.
- Coordinate fire support coordinating measures as required.
- Maintain information on the status of fire support systems including ammunition on hand and target acquisition assets.

Information Operations Officer. The IO officer advises the commander on the employment of information related capabilities and associated nonlethal activities to support the commander's CONOPS. The IO officer facilitates cross-functional integration by coordinating with higher, adjacent and subordinate IO agencies across the three planning horizons. At the MAGTF echelon, the IO officer serves as the senior member of the IO cell, usually embedded within the FECC to facilitate shaping unity of effort." The IO officer's responsibilities include the following:

- Integrate IO into OPLANs and OPORDs and prepare Appendix 3 (Information Operations) to Annex C (Operations).
- Coordinate and supervise the IO activities of the command, with particular emphasis on coordination and de-confliction of IO with other staff sections, subordinate elements, and external IO activities.
- Participate in appropriate OPTs and battle rhythm events; Host appropriate battle rhythm events (e.g., IO working groups) to coordinate IO requirements.

MAGTF Electronic Warfare Officer. The MAGTF electronic warfare officer (EWO), under the staff cognizance of the AC/S G-3, is responsible for planning and coordinating electronic attack, EW support, and electronic protect operations in support of the MAGTF commander. The MAGTF EWO is a member of the IO Cell. The MAGTF EWO's responsibilities include the following:

- Advise the commander on matters pertaining to EW.
- Prepare EW plans and estimates.
- Coordinate EW activities and support from external commands and agencies.

- Establish the combined electronic warfare coordination cell (CEWCC) in support of the IO Cell.
- Prepare (Tab B) to Appendix 3 (Information Operations) to Annex C (Operations).

Offensive Cyberspace Operations Officer. The OCO officer, under the staff cognizance of the AC/S G-3, is responsible for planning and coordinating OCO operations intended to project power by the application of force in or through cyberspace. The OCO officer is a member of the IO cell. The OCO officer's responsibilities include the following:

- Advise the commander on OCO.
- Prepare cyberspace related plans and estimates.
- Coordinate OCO and associated permissions and authorities.
- Participate in the CEWCC.
- Prepare (Tab D) to Appendix 3 (Information Operations) to Annex C (Operations).

Psychological Operations Officer. The psychological operations officer (PsyOps), under the staff cognizance of the AC/S G-3, focuses on the cognitive dimension of the foreign target audience (TA) within the information environment. The PsyOps officer's TA ranges from potential and actual adversaries to friendly and neutral governments and populations. The PsyOps officer is a member of the IO cell. The PsyOps officer's responsibilities include the following:

- Advise the commander on matters pertaining to MISO.
- Prepare MISO plans and estimates.
- Ensure MISO actions and activities are properly integrated into the shaping/targeting process via appropriate battle rhythm events.
- Coordinate MISO activities with other Services, appropriate staff members of geographic and functional combatant commands (CCMDs), and military and civilian agencies to ensure availability of necessary capabilities and unity of effort in MISO execution.
- Analyze TAs and evaluate the effects of MISO.
- Supervise the conduct of MISO, including preparation, production, and dissemination of MISO materials and messages.

Military Deception Officer. The military deception (MILDEC) officer, under the staff cognizance of the AC/S G-3, plans, coordinates, and synchronizes actions to deliberately mislead the adversary's military decision makers as to friendly military capabilities, intentions, and operations; thereby, causing the adversary to take specific actions that will contribute to the accomplishment of the friendly mission. The MILDEC officer is a member of the IO cell. The MILDEC officer's responsibilities include the following:

- Advise the commander on MILDEC operations.
- Prepare MILDEC related plans and estimates.
- Coordinate MILDEC operations with subordinate commands, adjacent organizations, and HHQ.
- Participate in the IO Cell.
- Prepare (Tab A) to Appendix 3 (Information Operations) to Annex C (Operations).

Operations Security Officer. The OPSEC officer, under the staff cognizance of the AC/S G-3, is responsible for identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to eliminate or reduce indications and other sources of information, which may be exploited by an adversary. The OPSEC officer is a member of the IO cell. The OPSEC officer's responsibilities include:

- Advising the commander on OPSEC issues.
- Writing the (Tab D) to Appendix 3 (Information Operations) to Annex C (Operations).
- Identification of critical information.
- Analysis of adversary threats.
- Analysis of MAGTF vulnerabilities.
- Assessment of risk based on adversary capabilities and vulnerabilities in the MAGTF security posture.
- Application of appropriate OPSEC measures.

Special Technical Operations Officer. The STO officer, under the staff cognizance of the AC/S G-3, plans, coordinates, and deconflicts STO activities. The STO officer is a member of the IO cell and is responsible for the following:

- Ensures the IO cell is aware of STO activities as required.
- Conducts liaison with higher STO representatives to facilitate coordination and release and execution authority for STO.
- Participates in the IOWG, as required.

Space Officer. The space officer, under the staff cognizance of the AC/S G-3, integrates space capabilities in support of MAGTF operations, providing space situational awareness, battle management C2, space control, space support to operations and space services support. Of these, the MEF relies primarily on space support to operations which provides services and capabilities such as position navigation and timing (PNT)/navigation warfare, missile warning, satellite communications, ISR, and environmental monitoring (i.e., weather data). The Space Officer is a member of the IO cell. The space officer is responsible for:

- Advising the commander on space operations.
- Requesting space-based resources.
- Integrating space-based capabilities in support of MEF operations.
- Drafting the Annex N (Space Operations) to the OPLAN/OPRDER.

Chemical, Biological, Radiological, and Nuclear Defense Officer. The chemical, biological, radiological, and nuclear (CBRN) defense officer is responsible for planning and coordinating all activities relating to CBRN defense including the following:

- Supervise the detection, identification, evaluation, and monitoring of CBRN agents and contaminants. Oversee the employment of CBRN reconnaissance, surveillance, and detection personnel and systems.

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

Antiterrorism/Force Protection Officer. The AT/FP officer advises the commander on the employment of AT/FP assets to support the commander's CONOPS and is responsible for the development of the AT/FP plan. The AT/FP officer may serve as a member of the provost marshal's staff and operates under the cognizance of the AC/S G-3. The AT/FP officer's responsibilities include the following:

- Integrate AT/FP capabilities into OPLANs and OPORDs and prepare AT/FP appendices to those plans and orders.
- Coordinate AT/FP activities of the command to protect personnel, critical assets, and information, with particular emphasis on coordination of related activities such as CBRN defense, counter-improvised explosive device, and cyberspace operations (CO). De-conflict AT/FP measures with other activities.
- Coordinate with the AC/S G-2 to determine the enemy's capability to inflict casualties and damage infrastructure and equipment, to include cyberspace attacks on communications and information systems (CIS).
- Assess weather and terrain data to determine whether environmental factors pose a risk to the force, continuity of operations, or the ability of the command to accomplish the mission.
- Assist the surgeon or medical officer in identifying health threat risks to the force and establishing mitigation measures to minimize the risk.

Cyberspace Operations Officer. The CO officer is responsible for planning and coordinating OCO operations intended to project power by the application of force in or through cyberspace. The CO officer responsibilities include the following:

- Advise the commander on offensive OCO.
- Prepare cyberspace related plans and estimates.
- Coordinate offensive OCO and associated permissions and authorities.
- Participate in the CEWCC.
- Prepare Tab D to Appendix 3 (Information Operations) to Annex C (Operations).

Assistant Chief of Staff, Logistics. The AC/S G-4 is the principal staff assistant for all logistic matters. The AC/S G-4 plans section, coordinates and supervises the provision of CSS in the areas of supply, maintenance, transportation, health services, engineer support, landing support, materials handling, food services, mortuary affairs, and host-nation support. Every unit staff has a logistics officer. Aviation logistics, supply, maintenance, ordnance, and avionics functions are unique to the ACE and fall under the staff cognizance of the aviation logistics officer. At regiments and battalions, the S-4 also has staff responsibility for financial management

The AC/S G-4's responsibilities include the following:

- Develop logistic and CSS plans based on the CONOPS in close coordination with AC/S G-3, AC/S G-5, and supporting CSS units. Logistic plans focus on external, deployment oriented, and theater-level support while CSS plans concern internal combat support to organic forces.
- Develop and publish the physical network analysis for the MAGTF AO.
- Identify CSS requirements and prioritize CSS through close and continuous coordination with the AC/S G-3.
- Analyze COAs and logistic/CSS estimates.
- Plan, coordinate, and supervise non-tactical troop movements.
- Ground traffic regulation and control.
- Support the AC/S G-3 and the AC/S G-5 in force deployment and employment planning and assist with preparing time-phased force and deployment data (TPFDD) by coordinating movement and strategic transportation.
- Support force deployment by coordinating the transportation of things and personnel.
- Conduct embarkation planning.
- Conduct procurement and contracting to the extent authorized by appropriate DOD regulations with the support of the comptroller and the SJA or legal officer.
- Coordinate with the AC/S G-1 and the AC/S G-3 on transporting replacement personnel, enemy prisoners of war, and dislocated civilians as required.
- Maintain visibility of logistic/CSS status and materiel readiness.
- Manage real property and facilities, except field fortifications and C2 facilities.
- Plan and supervise the use of local services, supplies, and facilities in coordination with the civil-military affairs officer to include the use of HN support and the employment of indigenous labor. (The AC/S G-4 may also complete these activities through the civil-military operations center depending on the organization of the MAGTF and the resources in the AO).
- Conduct procurement and contracting with the support of the Comptroller and SJA or legal officer. (Contracting may fall under a separate G-section based on the MAGTF organization and CONOPS. Also, contracting may fall under operational contract support which may operate within the MAGTF HQ or imbed in the HHQ).
- Plan the location of the CSS areas and the management and security of rear area facilities and lines of communications in coordination with the AC/S G-3 and supporting CSS units.
- Plan for and coordinate services support to include mortuary affairs, exchange, postal, and legal services.
- Provide logistics representatives for OPTs.

Officers under staff cognizance of the Assistant Chief of Staff, Logistics are as follows:

Ground Supply Officer. The ground supply officer plans, coordinates, and supervises all general supply activities within the command. The ground supply officer's responsibilities include the following:

- Plan, coordinate, and supervise the acquisition, receipt, storage, control, security, issue, recovery, redistribution, salvage, and disposal of all supplies and equipment.
- Promulgate supply procedures including property accounting, property responsibility, and standardization of material.
- Supervise the administration and expenditure of allotted funds.
- Plan, coordinate, and supervise the disposition of personal effects.

Ordnance Officer. The ordnance officer advises the commander and staff on ordnance matters and exercises technical direction over ordnance activities throughout the command. The ordnance officer's responsibilities include the following:

- Requisition, procure, store, and distribute ordnance materiel.
- Plan and supervise the recovery, evacuation, and maintenance of ordnance materiel beyond the capability of using units.
- Estimate ammunition requirements, establish priorities and ammunition allowances and the issuing of ammunition for training and combat within established priorities and allowances.
- Coordinate ordnance maintenance and supply activities.
- Provide technical inspection and organizational maintenance of ordnance materiel to subordinate commands.
- Plan and supervise the collection and reclamation of captured or abandoned ordnance materiel.
- Plan and supervise explosive ordnance and nuclear weapons disposal.

Ammunition Officer. The ammunition officer is the technical advisor to the commander and the staff on ordnance equipment and Class V ammunition including training and operational munitions. The ammunition officer's responsibilities include the following:

- Direct the storage, handling, transporting, inventory, maintenance, issue, and repair of munitions and armament handling and test equipment.
- Monitor distribution of conventional ordnance.
- Exercise technical and logistic cognizance over conventional and nuclear munitions.
- Exercise technical and logistic cognizance over chemical weapons and associated handling and delivery equipment.
- Advise the commander and the staff on Class V ammunition including training and operational munitions.
- Implement a conventional weapons safety program within the command consisting of inspections of munitions handling procedures and loading techniques.

- Ensure strict adherence to all ordnance safety regulations. While embarked, consult with the appropriate Navy ordnance officer to ensure compliance with shipboard handling and stowage regulations.
- Recommend and supervise the procurement, allocation, use, and storage of aviation ordnance equipment including targets and associated hardware and Class V ammunition.
- Estimate operational ammunition requirements, establish priorities, and monitor ammunition issued for training and combat within established priorities and allowances.
- Advise the commander, staff, and other appropriate personnel on the development of the field ammunition supply point and ammunition planning for forward arming and refueling points and CSS areas as required.

Contracting Officer. The contracting officer provides operational contract support to the commander. The contracting officer evaluates contract requirements, specifications, bids, proposals, and subsequent contractor performance. Sometimes, commanders place contracting in a distinct operational contract support staff section. The contracting officer's responsibilities include the following:

- Provide planning, programming, budgeting, and acquisition planning support to various Marine Corps appropriation sponsors.
- Enter into, administer, or terminate contracts and make related determinations and findings. Contracting officers may bind the US Government only to the extent of the authority delegated to them.
- Review acquisition plans, statements of work, performance work statements (PWSs), economy act orders, specifications, requests for proposals, and invitations for bids.
- Evaluate contract proposals, bids and contractor performance.
- Award and administers contracts.

Maintenance Management Officer. The maintenance management officer advises the commander regarding all matters related to equipment maintenance and the impact of the command's maintenance effort on equipment readiness. The maintenance management officer's responsibilities include the following:

- Develop and operate the command's maintenance management program.
- Exercise staff supervision over the maintenance management programs of subordinate units and provide technical assistance and instruction.
- Advise the commander on all matters related to equipment maintenance and the impact of the command's maintenance effort on equipment readiness.
- Manage information systems associated with the maintenance management program.
- Coordinate the command's maintenance management-related programs, such as operational readiness float, quality deficiency reporting, modification control, calibration control, technical publications control, corrosion control, equipment inspection program, and other maintenance-related programs.
- Ensure close coordination with supply operations and management to provide timely supply support to maintenance requirements.
- Supervise field maintenance and salvage of equipment and engineer material.

Motor Transport Equipment Readiness Officer. The motor transport equipment readiness officer advises the commander on all matters related to the maintenance of ground transportation assets. The motor transport equipment readiness officer's responsibilities include the following:

- Plan, coordinate, and supervise equipment readiness, motor transport operations, and maintenance personnel training.
- Advise the commander on all matters related to the maintenance of ground transportation assets.
- Coordinate with supply and maintenance management to ensure the timely return of ground transportation assets to the using unit.
- Direct maintenance shop organization and control of maintenance assets.
- Coordinate inspection programs for transportation maintenance activities.

Engineer Officer. Engineers are typically assigned as special staff officers at the MAGTF battle staff under the cognizance of the AC/S G-3, AC/S G-4, or as a designated Special staff element. In some cases a unit commander may dual-hat as a MAGTF special staff officer. Dependent on the mission, the engineer staff may provide expertise in the areas identified below. Specific responsibilities of the MAGTF engineer staff may include:

- Advise the commander regarding engineer related policies, standards, and capability employment across the MAGTF.
- Analyze, synthesize, archive, and disseminate information.
- Provide technical guidance on behalf of the commander regarding all MAGTF engineering matters.
- Prepare, update, and maintain running engineer staff estimates to provide accurate appraisals of engineer capability throughout the AO.
- Prepare appendices and tabs of MAGTF plans and orders.
- Monitor execution of engineer activities.
- Assess effectiveness of engineer activities.
- Coordinate staff activities with other MAGTF staff sections and appropriate organizations at higher and adjacent units.
- Make recommendations concerning procurement, storage, and distribution of engineer equipment and supplies.
- Plan technical training of engineer and non-engineer personnel in engineer duties, to include management of the unit's engineer licensing program and training of incidental engineer equipment operators.
- Plan engineer reconnaissance, field surveys, terrain studies, and mapping operations in coordination with the AC/S G-2 in order to prepare and revise maps.
- Analyze engineer tasks required to implement the commander's plan.
- Provide functional assessment of which engineer units can best accomplish required tasks.
- Evaluate, plan, and coordinate external engineer support.
- Advise AC/S G-3/AC/S G-5 on the deployment and employment of breaching, field construction, bulk liquid (fuel and water) storage, and mobility and counter-mobility engineer assets.

- Coordinate bulk fuel and water support with the AC/S G-3/AC/S G-4/AC/S G-5. Manage bulk water production and well-water production and associated management plans.
- Maintain detailed minefield, barrier, and obstacle records.
- Recommend movement regulations based on the physical condition of the infrastructure of ground lines of communications.
- Plan the establishment and maintenance of essential utilities.
- Plan construction, repair, and maintenance of camps, expeditionary landing fields, warehouses, hospitals, roads, bridges, piers, pipelines, and river-crossing sites.
- Advise the commander on the organization and implementation of route clearance teams.
- Advise the commander on the capabilities of joint, allied and HN engineer units' capabilities in the area of responsibility (AOR).
- Coordinate with the area commander and MAGTF commander concerning assignment of MAGTF facilities. This specialist serves as the SME in the identification, maturation, validation, coordination, and resourcing of facilities apportionment, maintenance, and construction activities.
- Coordinate acquisition of real property during operations based on MAGTF facility requirements per the law of land warfare, HN agreements, or other agreements.
- Manage leased properties and facilities so they are maintained according to the conditions of the lease, and the property meets its functional purpose.
- Identify environmental compliance requirements, advise the commander on ways to meet them, review compliance with established measures, and maintain centralized archives for required documents.

Naval Construction Force Officer: Provide advice on the capabilities and capacities of naval construction force elements assigned or in support of the MAGTF or common joint force commander. Provide advice on civil engineering matters and serve as liaison to naval construction forces and technical reach back support centers of the Naval Facilities Engineering Command.

Bulk Fuel Officer. The bulk fuel officer plans, coordinates, and supervises the receipt, storage, transfer, and distribution of bulk fuel. The bulk fuel officer's responsibilities include the following:

- Coordinate with contract, inter-Service, and international bulk fuel providers as required.
- Plan for bulk fuel storage, security, and distribution and employment of related equipment.
- Develop the bulk fuel site security plans.
- Advise the commander regarding environmental concerns and develop containment and spill response plans.

Strategic Mobility Officer. The strategic mobility officer plans and executes global movements of personnel, supplies, and equipment via all modes of transportation in coordination with the AC/S G-3 and AC/S G-5. The strategic mobility officer's responsibilities include the following:

- Prepare and execute deployment plans to move and sustain organic and attached forces.
- Plan unit movements of personnel, supplies, and equipment via all modes of transportation.

- Provide MAGTF requirements for movement and transportation to Service component commands and the US Transportation Command as required.
- Manage the command's embarkation and mobility training program.
- Interface with movement control agencies to ensure transportation and sustainment support to the command.

Maritime Prepositioning Force Officer. The maritime prepositioning force (MPF) officer serves as the principal advisor to the commander regarding MPF operations, capabilities, and the status of associated prepositioned stocks. The MPF officer's responsibilities include the following:

- Plan and conduct MPF operations in support of the deployment and employment plan.
- Participate in the offload planning process to include planning offload sites, the general sequence of offload, and the ship-to-shore plan for movement of lighterage and amphibious vehicles to designated beaches or piers.
- Assist in developing and improving tactics, doctrine, equipment, techniques, and operational procedures to maintain and improve readiness.
- Assist as an advisor on MPF operations in preparing contingency and operational plans.
- Plan and supervise the training of landing support units to include the offload preparation parties and survey liaison reconnaissance parties as required.
- Coordinate with naval staffs, MPS squadrons, combat cargo officers, and ship's personnel as required.
- Advise the commander on the proper staffing and laydown of port operations groups and security for port operations, warehouses, lots, and storage yards as required.
- Coordinate with movement control agencies as required in order to ensure transportation and sustainment support to the MAGTF.

Embarkation Officer. The embarkation officer plans and coordinates loading and unloading of personnel, equipment, and supplies during movements by ship, aircraft, and railroad. The embarkation officer's responsibilities include the following:

- Formulate loading plans for land, sea, and air movement in accordance with administrative and tactical requirements.
- Maintain liaison with appropriate commands and organizations that provide and facilitate ground, sea, and air transportation.
- Supervise loading and unloading activities to ensure adherence with established priorities.
- Determine requirements for and recommend allocation of transportation means.
- Maintain lift requirement data for the command.
- Maintain characteristics data for land, sea, and air modes of transportation.
- Plan, conduct, and supervise embarkation training.
- Manage container use for the unit and acts as the container control officer.

MAGTF Deployment and Distribution Officer. The MAGTF deployment and distribution officer directs and supervises the MAGTF deployment and distribution operations center, the principal

movement control center for the MAGTF. The MAGTF deployment and distribution officer coordinates with the United States Transportation Command via the Marine component command for relevant strategic movement issues. The AC/S G-3 sets the priorities for movement. The MAGTF deployment and distribution operations center usually resides in the AC/S G-4 but may reside in the AC/S G-3 depending on the mission.

- Coordinate and supervise the MAGTF deployment and distribution process.
- Coordinate strategic and operational-level deployment and distribution support with higher and adjacent agencies in support of the MAGTF per reference (m).
- De-conflict competing deployment and distribution requirements based on the MAGTF commander's priorities.
- Coordinate and maintain asset visibility requirements and implementation throughout the distribution pipeline.
- Manage and maintain visibility of MAGTF deployment and distribution resources to include ISO containers and 463L pallet systems.
- Develop and publish the surface tasking order/ground transportation order in order to direct and coordinate organic, commercial, and HN surface movements.
- Participate in the development of the ATO in order to coordinate the use of aviation assets.
- Establish highway priorities and movement control procedures per the MAGTF commander's intent.
- Coordinate and supervise deployment and distribution process training.
- Monitor and oversee updates to the cargo routing matrix and manage cargo routing information file updates.
- Serve as the MAGTF-ACA validator.
- Support the MAGTF reception, staging, onward movement and integration coordinator.
- Establish and conduct MCBs.
- As required, coordinate movement plans with the MAGTF materiel readiness officer in order to increase materiel availability.
- Coordinate and monitor the use of inter-theater and intra-theater air, ground, and sealift.
- Coordinate with the supporting establishment, adjacent, and HHQ for MAGTF distribution support.
- Manage all deployment and distribution related AIT/AIS within the MAGTF.
- Serve as in-transit visibility coordinator for the MAGTF.
- Monitor and provide input to Type of Address Code-2 changes.

Transportation Officer. The transportation officer assists the commander and the staff in planning and coordinating the strategic movement of the command, to include employing common-user transportation assets. The transportation officer's responsibilities include the following:

- Monitor and provide technical supervision of all motor transport requirements, commitments, and movements.
- Supervise the planning of technical training for ground vehicle-related duties and programs, to include management of the unit's vehicle licensing program and training of incidental operators.

- Analyze and evaluate transportation capabilities throughout the command.
- Supervise and coordinate the maintenance of required transportation records.
- Develop, coordinate, implement, and monitor command technical inspections for transportation assets.
- Monitor vehicle readiness in all subordinate organizations.
- Recommend and supervise procurement, distribution, and storage of vehicles.
- Serve as technical advisor to the commander and the staff on commercial and HN transportation.
- Maintains liaison with common-user transportation operating agencies.

Health Service Branch Officer. The health service branch officers plan and coordinates all HSS for the command. If not organized under the AC/S G-4, the health services branch may organize under the MEF surgeon (III MEF) or the medical department head (I & II MEF). Health service branch officer responsibilities include the following:

- Coordinate with AC/S G-3/AC/S G-4 for Level I/II HSS to operational and tactical troop activities.
- Prepare Annex Q (Health Service Support) to the OPLAN/OPORD.
- Analyze, recommend, and assist development of policy for force health protection, including HSS COAs and estimates of supportability.
- Assist planning and execution for pre-deployment preventive medical services and individual medical readiness.
- Collect and analyze medical intelligence; provide advice on medical threats in the AO, to include environmental factors, endemic and epidemic diseases, WMD, and directed-energy devices.
- Identify and prioritize medical and dental requirements and request augmentation if necessary.
- Recommend methods of employment for organic and attached HSS elements.
- Determine requirements; develop plans; and supervise requisitions, procurement, storage, maintenance, distribution, and documentation of all Class VIII (medical and dental equipment and supplies and blood).
- Plan and direct all HSS operations and administration including treatment and medical evacuation, preventive medicine within the command and for indigenous populations, medical and dental supply, and maintenance and ancillary services (e.g., lab, X-ray).
- Develop mass casualty plans for the MAGTF.
- Coordinate HSS for enemy prisoners of war, displaced civilians, detainees, and civil service personnel assigned to the command.
- Coordinate with the civil affairs officer for the development of programs for medical, dental, and veterinary support of humanitarian and civic-action operations.

Food Service Officer. The food service officer plans and coordinates the procurement, storage, preparation, and provision of food to members of the command. The food service officer's responsibilities include the following:

- Plan and direct field food service operations for the command.
- Conduct inspections of dining facilities to ensure proper food preparation and correct use of dining facilities and food service equipment.

- Coordinate with veterinary personnel to ensure proper inspection of local food sources is completed prior to procuring and preparing food.
- Supervise dining facility personnel training.
- Report on the quality of food products and services provided by contracts.
- Maintain records of packaged rations that have been received and distributed within the command.
- Assist commands with menu development and administer the nutrition awareness program.

Assistant Chief of Staff, Plans. The AC/S G-5 assists and advises the commander in matters pertaining to strategy and campaign development, deliberate and long-range operational planning, political and military policy, involvement in a CCDR's theater security cooperation plan, national and Service plans, command relationships, and Service- and joint-level future readiness requirements. The AC/S G-5 reviews and monitors all CCDR-directed OPLANs, CONPLANs, and develops MEF supporting plans. Additionally, the AC/S G-5 normally forms a liaison element to the 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. Normally, an AC/S G-5 is found only at the MEF and MARFOR levels. At lower echelons of the MAGTF, future planning is the responsibility of the AC/S G-3/S-3. Other AC/S G-5 responsibilities include the following:

- Overall responsible for preparation, coordination and authentication of OPLANS and CONPLANS.
- Provide liaison team to HHQ planning organization.
- Develop policies and other coordinating or directive products such as memorandums of agreement with higher and adjacent units.
- Integrate the HHQ plan into the MEF's planning process.
- Conduct initial problem framing and develop an outline plan.
- Transition the outline plan to the AC/S G-3 for functional and detailed planning.
- Coordinate with AC/S G-3 for OPLAN or supporting plan development.
- Organize and supervise plans OPT.
- Provide operational inputs to the AC/S G-1 and health service branch for casualty estimation.
- Support planning by planning for the next phase during operations.
- Recommend command relationships.
- Conduct contingency planning for joint operations by determining forces required and available, coordinate force deployment and employment planning, and provide planning recommendations for host-nation support.
- Train the staff on the Adaptive Planning and Execution process.

Officers under staff cognizance of the Assistant Chief of Staff, Plans are as follows:

Regional Plans Officer(s). The regional plans officer(s) prepares, coordinates, and authenticates supporting regional OPLANS/CONPLANS, with responsibilities that include the following:

- Review subordinate supporting OPLANS/CONPLANS.
- Oversee the planning of operations beyond the scope of the current order (such as the next operation or the next phase of the current operation).

- Develop sequels during MAGTF operations.
- Transition plans to G-3 future operations.
- Conduct problem framing of HHQ plans and orders.
- Oversee the implementation of the commanding officer security cooperation program.

MAGTF Plans Chief. The MAGTF plans chief develops the TPFDD using the Global Command and Control System. The MAGTF plans chief will also coordinate and review the TPFDD input through the Adaptive Planning and Execution (commonly referred to as APEX) process. Responsibilities include the following:

- Develop TPFDD for supporting OPLANS/CONPLANS.
- Develop TPFDD to deploy the MAGTF.
- Oversee the management of TPFDD data during MAGTF deployments.
- Develop exercise TPFDDs.

Assistant Chief of Staff, Communications System. The AC/S G-6 is the general staff assistant for all CIS matters. The AC/S G-6's responsibilities include the following:

- Analyze COAs and provide the commander and other staff sections estimates of supportability.
- Monitor the status of CIS.
- Advise the staff on the technical and operational aspects of CIS employment.
- Identify requirements for communications personnel, equipment, supplies, and facilities and prioritize CIS support through close and continual coordination with the AC/S G-3.
- Advise the commander and other staff sections on new technologies for enhancing C2 and staff action.
- Develop CIS plans, orders, and SOPs based on the CONOPS.
- Coordinate support for special intelligence networks with the AC/S G-2.
- Plan and conduct CIS training.
- Coordinate with the AC/S G-3 on the location, echelon of command plan, and displacement of the headquarters and C2 facilities for adequate and continuous communications system support.
- Supervise the planning, installation, operation, and maintenance of organic and attached communications elements and systems.
- Manage spectrum assignments to include radio frequencies, satellite communications, and call words.
- Supervise the planning and execution of CO, defensive cyberspace operations (DCO), and information assurance.
- Provide local area network/wide area network management, including internet protocol address and routing management for systems, applications, and data services.
- Comply with interoperability standards (communications protocols, defense of network practices, and information assurance policies).
- Coordinate with the AC/S G-4 for the contracting, supply, and maintenance of CIS.
- Implement CIS security procedures in coordination with the other staff sections.

- Establish CIS liaison with senior, subordinate, adjacent, supported, and supporting commands.
- Prepare Annex K (Combat Information Systems) to the OPLAN/OPORD.
- Coordinate with the MEF staff; MSCs; regional Marine Corps installations command; Headquarters, United States Marine Corps agencies; Training and Education Command; Marine Corps Systems Command; and Marine Corps Combat Development Command as required.
- Directly supervise the MEF AC/S G-6's electronic key management system, cybersecurity, information systems management office, and communications-electronics sections.
- Serve as a certifying authority for MEF network accreditation packages.

Officers under staff cognizance of the Assistant Chief of Staff, Communications System are as follows:

AC/S G-6 Operations Officer. The AC/S G-6 operations officer manages support to current and future operations. The AC/S G-6 operations officer's responsibilities include the following:

- Serve as principal advisor to the MEF AC/S G-6 on the employment of C2 systems to support scheduled training exercises, numbered OPLANs, and operational contingencies.
- Develop policies and procedures to enhance C2 systems support.
- Coordinate the detailed preparation of each exercise/OPLAN/contingency OPORD's annex K.
- Liaise with MEF AC/S G-3/AC/S G-5 on OPTs, site surveys, and conferences.
- Supervise and direct the MAGTF communications control center director during MAGTF, joint, and combined exercises and operations.
- Coordinate with the MEF staff; MSCs; Marine Corps component commands; regional Marine Corps installations command; and Headquarters, United States Marine Corps agencies for the employment of C2 systems support for MAGTF, joint, and combined training, exercises, contingencies, and OPLANs.

AC/S G-6 Regional Plans Officer. The AC/S G-6 regional plans officer leads C2 systems planning for exercises and operational contingencies within the respective geographic area. The AC/S G-6 regional plans officer's responsibilities include the following:

- Lead C2 systems planning and be an OPT representative for geographic OPLANs and CONPLANs.
- Conduct necessary coordination and liaison with communications planners from geographic and functional combatant command Service and functional components, MEF MSCs, and combined forces.
- Coordinate with HN commercial and governmental communications agencies for services necessary to support exercises and contingencies.
- Coordinate with the systems planning and engineering section, spectrum manager, maintenance section, and Defense Information Systems Agency (commonly referred to as DISA) regional offices for the employment of network services and C2 systems.

Cyberspace Defense Officer. The cyberspace defense officer develops, plans, and implements the overall tactical and strategic goals of the computer network systems. This officer evaluates and recommends changes to current and future network requirements to meet operational needs. The CO officer implements information assurance, cybersecurity, and network operations in support of CO. The CO officer's responsibilities include the following:

- Provide technical and administrative support to the commander and HHQ staff to identify and track computer security incidents and events.
- Coordinate with the AC/S G-2 to provide long-term and near-term network analysis and plan for resolving systemic and enterprise computer events and intrusions across the networks.
- Develop, research, publish, test, and update related SOP methodologies and tools, techniques, and procedures.
- Provide liaison to the AC/S G-3 via the CEWCC to synchronize the mission areas of DCO.

Telecommunications Systems Engineering Officer. The telecommunications systems engineering officer develops, plans, and implements digital, voice, video, and cabling systems in support of MEF architecture. The telecommunications systems engineering officer's responsibilities include the following:

- Plan, engineer, implement, and support tactical voice communications systems for contingencies, operations, and exercises within the MEF area of responsibility in support of joint and coalition environments.
- Coordinate with MSC systems planning and engineering cells, as well as joint and coalition planning teams and other external agencies, in support of tactical and garrison communications networks.
- Provide troubleshooting support for digital, voice, video, and cabling systems.

Strategic Spectrum Planning Officer. The strategic spectrum planning officer plans, coordinates, and manages the efficient use of the electromagnetic spectrum. The strategic spectrum planner's responsibilities include the following:

- Provide representation to the CEWCC in order to ensure deconfliction of electromagnetic spectrum operations.
- Act as a liaison and coordinate with DISA's Joint Spectrum Center, regional Navy and Marine Corps spectrum offices, and HNs for submission and deconfliction of frequencies within the electromagnetic spectrum.
- Manage MEF frequency assignments and job accounts within the Spectrum XXI database.
- Identify, evaluate, and provide resolution guidance to potential spectrum use conflicts and electromagnetic interference.
- Establish command policy for managing, requesting, and coordinating the use of the electromagnetic spectrum, to include communications-electronics operating instructions collection, generation, and distribution.

Cyberspace Operations Officer. The cyberspace operations (CO) officer develops, plans, and implements the cybersecurity and C2 systems within a MAGTF's architecture. The CO officer

develops and tailors the host and network-based defensive cybersecurity operations posture against the cyberspace adversary. CO officer responsibilities include the following:

- Coordinate with DISA, Marine Forces Cyber Command, Marine Corps Network Operations and Security Center, respective Marine Corps component commands, and MSC headquarters for the timely employment of DCO and C2 systems.
- Create, review, and submit certification and accreditation packages in accordance with the risk management framework.
- Develop scalable data plans that make effective and efficient use of personnel and equipment to support unclassified, classified, and coalition network requirements.
- Provide troubleshooting support for all network-enabled systems.

Electronics Maintenance Officer (Ground). The electronics maintenance officer (ground) supervises, directs, and coordinates maintenance of all electronic equipment and systems used by ground units and provides staff-level planning on ground communications, electronics, and C2 systems maintenance matters for the MAGTF commander. Specific responsibilities include the following:

- Advise, manage, plan, direct, and supervise the employment of all ground electronic maintenance resources.
- Evaluate and make recommendations to command staff, HHQ, and supporting agencies on changes needed for future maintenance resources, processes, and capabilities.
- Provide advice, coordination, and recommendations to adjacent non-ground electronics programs (e.g., motor transportation, ground ordnance maintenance, and engineering) with regard to associated ground electronic maintenance planning and support.
- Advise the commander on the capability and issues to sustain Marine Corps units and detachments within the MEF deployed with organic field-level maintenance.

AC/S G-7—Communication Strategy Branch. The AC/S G-7 develops information plans and policies for the MEF. The COMMSTRAT is the G-7. The AC/S G-7 works in concert with the MEF information group (MIG) organizations to coordinate, integrate, and employ Information Warfare capabilities to ensure the MAGTF commander's ability to facilitate friendly forces maneuver and deny the enemy freedom of action in the information environment. The AC/S G-7 responsibilities include the following:

- Advise the commander and staff on the probable public impact of command decisions/policy and, as the command spokesperson, recommend policies and procedures with respect to the release of information to the public and the media.
- Work closely with the MIG commander to plan and integrate information warfare capabilities into MEF operations.
- Provide accurate, timely, and credible communication – in coordination with other information and combat capabilities – to attack the enemy's will to fight.
- Execute Inform Operations to: contest adversary use of information to undermine MAGTF operations; counter adversaries' ability to promote ideology, legitimize actions, recruit supporters, and intimidate populations; shape the information environment to build public

support; and create, strengthen or preserve conditions favorable to achievement of overall goals and objectives.

- Coordinate with the IO Cell for the planning and conduct of inform operations.
- Prepare the Annex F (COMMSTRAT) and assist in the preparation of Annex C, Appendix 3 (Information Operations) to OPLANS and orders.
- Work closely with the CMO to integrate strategy and to unify efforts to communicate the command perspective to the local population.
- Prepare and disseminate accurate and timely information about the Marine Corps and the command to the media and the general public in the spirit of the Freedom of Information Act.

AC/S G-8—Financial Resources Branch. The AC/S G-8 maintains financial resources required to equip, train, deploy, and maintain combat ready MAGTFs/forces in order to meet CCDR requirements across the full range of military operations. Additionally, the G8 maintains sound financial systems, processes, and internal controls to ensure efficient, effective, and legal expenditure of financial resources and accurately account for funds.

CHAPTER 2.

STAFF ACTION

The staff performs staff actions to inform and assist the commander with timely and effective decision-making. All staff actions should directly contribute to mission accomplishment. Staff actions are functions common to all staffs including providing information and advice, making estimates, making recommendations, preparing plans and orders, advising other staffs and subordinate commands of the commander's plans and policies, and supervising the execution of plans and orders. Collectively we refer to these functions as "staff action." We should consider the commander and the staff as a single entity. As previously stated in chapter 1, staff officers hold no command authority over subordinate units.

PERSONAL ATTRIBUTES, ABILITIES, AND ATTITUDES OF THE MODEL STAFF MEMBER

Possessing required skill and knowledge is important to becoming an effective staff officer. It is important to identify the attributes, abilities, and attitudes that make staff officers successful; however, *application* of skill and knowledge is more critical. Moreover, enlisted personnel serve alongside their officer counterparts in all staff sections. They execute similar duties as those of their staff officer. Staff members often provide the experience and continuity in their particular staff section. Their expertise is integral to the success of the staff sections.

The list below describes the attributes, abilities, and attitudes senior leaders describe as characteristics of highly effective and proficient staff members:

- Maintain objectivity and see the big picture.
- Adaptable to any situation—open minded, flexible, resilient, and very adaptable to change.
- Dynamic, with an outgoing personality—has a great sense of humor and uses it effectively; not so serious with self; has an infectious positive attitude; able to get along with everyone; knows when and how to have fun without compromising character.
- Professionally focused and career-minded.
- Self-assured/self-confident.
- Exhibit a high degree of character—trustworthy, ethical, truthful, and reliable; loyal, dependable, and morally sound; exhibit honor and moral courage.
- Intelligent, bright, articulate, and mentally agile.
- Conscientious/detailed/patient.
- Candid/forthright.
- Use common sense.

- Even tempered/level-headed—not easily angered or flustered; calm under pressure; separates passion from emotion.
- Selfless, modest; checks ego at the door—“doesn't care who gets the credit” attitude.
- Sincere, thoughtful, and polite; treats people with respect; has a caring attitude. Shows maturity and perspective leading to empathy of the other side.
- Maintain balance in life—work, mission, family, and friends; has spiritual, physical, emotional, and social support to withstand a demanding lifestyle.
- Outstanding physical and mental stamina; energetic.

Leaders can teach, foster, encourage, and reward all of these attributes, abilities, and attitudes similar to and/or in-line with the leadership traits and principles taught to every Marine.

The best staff officers anticipate commander's requirements and understand the mission from the commander's perspective. They keep well-informed by reading professional journals and always remain aware of the CCIR.

The staff provides information, advice, and recommended courses of action for a broad variety of topics so the command team can make sound decisions. To accomplish this, staff officers must:

- Learn the commander's policies and work within them.
- Keep the commander informed of pertinent information.
- Develop basic decisions into adequate plans.
- Anticipate future needs and draft tentative plans to meet them.
- Translate plans into orders, and transmit them to subordinate commands.
- Ensure compliance with these orders through constructive inspection and observation.
- Supplement the commander's efforts to ensure unity of effort throughout the command.

Often a staff officer takes the lead on an action while junior in rank to the people needed to provide action or input. Rank should not be an issue when working through a task. In these cases being the lead means you, individually, are responsible for the successful processing of that particular task. Successful staff officers take personal ownership of a task from initial assignment completely through to conclusion. Staff members constantly work under competing priorities, and they rarely have time to get everything completed as fast as others want. Staff officers/SNCOs must exercise caution to not overextend promises to complete everything in requested time frames. They must make choices about what is most important or critical for the command mission and then use time and efforts where they will have the most impact. Staff members must keep their supervisor informed and set priorities to the satisfaction of the chain of command.

ACTION OFFICERS

Commanders and senior leaders rely on staff officers for military advice. They expect action officers (AOs) to speak up and provide advice based on their knowledge and experience and to

know where to go for information within their respective staff section/division, command organizations. The term, *action officer* refers to staff members that shape information and submit recommendations to senior decision makers for approval. The AO synthesizes the facts, summarizes the issues, presents feasible alternatives, and recommends one of them. AOs anticipate non-concurrences and try to resolve as many as possible before staffing the final product. Finally, AOs prepare the correspondence for implementing the approved decision.

Responsibility for a task ends only when the AO distributes the correspondence or when leadership decides that no further action is required. A joint staff officer study identified that effective staff officers practice certain behaviors on a daily basis. A good staff officer anticipates requirements well in advance. In order to do this, a staff officer needs to stay knowledgeable of the command's missions, roles, and responsibilities and have a thorough understanding of their section's role in achieving them. Also, a good staff officer learns *how and when* to keep their supervisor informed. A staff officer learns how to do this in three ways: (1) directly asking the supervisor the preferred methods for keeping them informed; (2) asking experienced peers and colleagues; and (3) by observing the activities of leadership and other staff officers. Effective staff officers have the ability to pick up on the boss's comment and run with it without formal tasking. For managing tasks effectively and efficiently on a daily basis, staff officers seek to—

- First, understand what commanders need at their particular level of operations and then use the appropriate format, method, or approach to deliver the final products.
- Understand the need-to-know—who should and should not be included for a tasker to be finalized.
- Understand the commanders' intent and the mission from their focus.
- Answer the requirement *before* it ends up in the in-box.
- Remain dedicated and focused on mission accomplishment.
- Maintain situational awareness.
- Present concise, succinct information on the issue and provide solid recommendations to decision makers considering potential courses of action.

Outstanding AOs distinguish themselves because they can express thoughts clearly (orally and in writing); cultivate a network of contacts, experts, and advisers; have developed mastery of their computer tools; understand the action process; and are extremely knowledgeable of the organization and how to move information through it.

Senior officers depend on staff officers/SNCOs to keep them informed and to form well-reasoned and defensible positions and recommendations. Successful staff officers/SNCOs report that anticipating requirements and final objectives helps avoid surprises. They clearly define what is needed, ask for input from others in a timely manner, and have a clear understanding of the end results. They must also take the lead on an issue, thoroughly research proposed courses of actions, and provide multiple solutions/recommendations to senior leadership.

In some cases, staffs inherit complex and on-going tasks from their predecessors and sometimes they cannot successfully close a task received or inherited during a current tour. In these cases, accurate documentation and the development of readily-accessible archives are essential.

The staffing process is based on communication, coordination, and collaboration. Sometimes “No” is an interim response; so if unable to meet a suspense date, request an extension. Staff officers/SNCOs can create channels for open communication by—

- Asking for a back brief on meetings not attended.
- Keeping the supervisor informed continually—actions move too fast to wait until it is convenient.
- Knowing when issues need to be worked out face-to-face and following through.
- Following up with peer AOs and other points of contact.
- Keeping notes in the action folder on issues affecting each tasking package.

Some common mistakes to avoid include the following:

- Presenting an opinion as policy—An AO is a part of a staff and a staff operates as a team.
- Mixing classified and unclassified documents—Pay close attention to the guidelines for handling classified documents.
- Forgetting that email and internet use are not private.
- Failing to thoroughly staff an action.
- Failing to complete an action by the suspense date or when necessary, obtaining an extension to the suspense date.

ANALYTICAL AND CRITICAL THINKING SKILLS

Experts say that critical thinking skills can be learned and a significant correlation exists between critical thinking ability and reading comprehension. Critical thinking refers to the process of making thoughtful judgments to respond to situations, answer questions, solve problems, and address issues. Critical thinking is based on experience, research, observations, and input from others. It is the process of making decisions for what to believe or do in a given situation or to solve problems, answer questions, and address issues.

Staff officers/SNCOs need to become adept at analyzing situations and applying appropriate problem-solving skills in order to provide organized, coordinated, and well thought-out inputs to questions and taskings. Staffs who understand the higher commander’s mission logically place task assignments in context and identify courses of action that will more effectively meet the goal to provide sound solutions. Staff officers/SNCOs need ability to accurately analyze their workloads to determine priorities by importance; to frame each problem in context; and to answer the “who, what, when, where, and why” questions.

Problem Solving

The traditional six-step problem solving process is used in all types of professional organizations:

- Identify and clarify the problem to be addressed.
- Analyze the problem and its causes.

- Identify and assess ramifications of potential solutions.
- Select and plan the solution.
- Implement the solution.
- Evaluate: Was the Problem Solved?

Many problem-solving techniques exist—far too many to list here. Some most widely used include:

- *Brainstorming*. A group technique designed to generate a large number of ideas for solving a problem or addressing an issue.
- *Systems Thinking*. An approach that looks holistically at a problem. How does this one problem impact the entire organization? What are the ramifications of each proposed solution on the organization?
- *Cause and Effect Diagrams*. Combines brainstorming with a concept map (Fishbone and Ishikawa charts). The four major steps include (1) writing a detailed description of the issue to be addressed to include how often it occurs, where it occurs, and the people involved; (2) identifying the major factors contributing to the problem (technical systems, suppliers, individuals, external factors, etc.) and charting them on a concept map to identify causes; (3) identifying causes—for each factor identified in step 2 identify possible causes and expand the concept map; (4) analyzing the concept diagram, discussion and determination of further actions that might require on-site visits, surveys, discussion groups, further research.
- *Mind Mapping*. Used to represent items (ideas, tasks, problems) linked to and arranged radially around a key word or idea to help participants avoid hierarchical problem solving approaches and instead, think conceptually and relationally; sometimes called radial or tree structures.
- *Affinity Diagrams*. Ideas collected randomly from group members without any censoring then organized into related categories; can be used to:
 - Organize large amounts of information into common themes.
 - Identify new connectivity between ideas and information.
 - Brainstorm root causes and solutions to a particular problem.

STAFF OFFICER CRITICAL THINKING REQUIREMENTS

As a staff officer, you will constantly be required to apply critical thinking skills to your daily work. Commanders point out that staff personnel working in the command element environment need to be able to:

- Question and not be intimidated by authority.
- Get outside comfort zone, push boundaries.
- Provide data and reasoning behind position taken.
- Use available resources to maximum extent.
- Work through obstacles—do not let them halt your efforts.
- Develop an appreciation for second- and third-order effects.

- Think creatively, clearly.
- Know when they have the right information.
- Exhibit willingness to challenge the status quo as needed.
- Be proactive in anticipating requirements and questions.
- Generate new ideas and think “outside of the box.”
- Actively listen to all advice before making decisions, then use a “fire and forget” mode.

COMMUNICATING EFFECTIVELY

Staff officers/SNCOs must continuously interact with other people to complete tasks; sometimes they are the ones asking others for information and at other times are the suppliers of information to peer sections, the HHQ staff, subordinates, and adjacent commands. Practicing collaborative and effective communication, both oral and written, will facilitate all aspects of an AO’s daily work life. While some staff members will not follow the rules of collaboration, it is important to remember that an effective staff officer uses a highly collaborative approach and practices exceptional interpersonal skills when working with others, even when faced with difficult tasks or difficult people.

Effective Writing Skills

Effective staff officers know how to write coherently, succinctly, and strategically for an executive level audience. For each task assigned, staff members should clearly understand for whom they are writing and exactly what type of document and information they are providing.

Staff officers/SNCOs must condense large amounts of information into written documents that present clear, concise thoughts on issues. Part of the challenge is deciding the appropriate level of detail for the senior leadership; experienced colleagues can usually provide assistance.

Staff officers/SNCOs are required to provide written COAs and key recommendations to senior leaders, as well as provide the data and reasoning behind proposed actions. This requires solid logic and reasoning skills—for analyzing the problem and selecting the solution—and clarity in all written text—reducing complex or technical jargon to easily understood language.

Senior leaders also want to see attention paid to the quality of products—for example, original content rather than cut-and-paste, and end products that require little-to-no edits. Use built-in spelling and grammar checking software features and also allow time to proofread and edit highly visible or widely circulated reports for usage and style. Keep the following precepts in mind as you begin to write:

Know your reading audience. Are you writing for decision makers? For subject matter or technical experts? Profiling the reading audience first will help determine the level and types of details that you should include.

Have a clear understanding of the purpose for writing. Is it to inform? To report an incident or results from a meeting? Is it to provide background information? To lead to a decision? Understanding the end objective will help you in selecting the appropriate types and amounts of supporting information.

Collect, read, and validate your references. This will help you identify the supportive elements you need to include in your written end product. The first step is to find relevant, valid information—check your sources carefully! Use official sources—those designated by the Marine Corps, DOD, the Joint Staff, other Services, SMEs and factual data from vetted sources. When needing a definition, for example, Webster’s Dictionary—a juried source—is preferable to Wikipedia, a non-peer-reviewed source.

Create an outline before you start writing. Draft your objective statement, and list the supporting elements that will substantiate the writing purpose. Draft a concluding statement. List any attachments or appendices you will need to include. List your references.

Use appropriate formats and styles for specific products. Each command has specific templates and formats for the broad variety of written products required. Check with peers and colleagues to locate where and how these are archived; most offices keep hard copy samples as well as having templates stored on command directorates.

Be conscious of the use of acronyms and abbreviations. If possible use sparingly—but when needed, provide the source words. Your reading audience will consist of individuals from many different organizations, so do not assume that acronyms and abbreviations are “common knowledge.” Between Services, the same acronym or abbreviation can have different meanings.

The military follows the bottom line up front (BLUF) approach for most written communication. Some general guidelines that can serve as practical tips include:

- General Style Rules
 - ♦ Put the reason for writing, the recommendation, or the conclusion of your research in the first or second sentence.
 - ♦ Write in active voice.
 - ♦ Use short sentences, generally 15 words or less.
 - ♦ Paragraphs should be no more than 1 inch deep.
 - ♦ Use correct spelling, grammar, and punctuation; use Word’s spell check and grammar check, remembering that it will not catch errors such as using “there” for “their.”
 - ♦ Use, “I,” “you,” and “we” as subjects of sentences.

In addition to the six style items above, when revising your work, check for the following:

- Delete or rewrite any sentence that does not logically connect to the one before it and the one after it.
- Minimize the use of prepositional phrases.
- Minimize the use of the verb “to be” and its other forms; these verbs turn other verbs into nouns.

In the essay, *Politics and the English Language*, George Orwell offered rules for writing still considered applicable today:

- Never use a metaphor, simile, or other figure of speech which you are used to seeing in print.
- Never use a long word where a short one will do.
- If it is possible to cut a word out, always cut it out.
- Never use the passive when you can use the active.
- Never use a foreign phrase, a scientific word, or a jargon word if you can think of an everyday English equivalent. (See Robert Shenk’s “*The Naval Institute Guide to Naval Writing*” for more information and effective writing tips. Also see the Department of the Navy “*Correspondence Manual*”).

Effective Briefing Skills

One of the most important and time-consuming aspects of a staff members’ job concerns creating, presenting, or contributing to briefings. Although you may have prior experience, you will probably be required to develop more sophisticated briefings and deliver them to very senior levels of military, interagency, and multinational personnel.

The expectation from commander/senior leaders is that you will concisely state the problem, identify optional solutions, recommend COAs, and make your presentation in a direct manner. Generally, the process for preparing a briefing includes:

- Succinctly state the topic or problem before beginning the research, understand the end objective, and choose the appropriate style of briefing format (as listed below).
- Research the issue—through use of reference materials, review of prior staff officer work products, subject matter input, or all of the above.
- Plan an approach.
- Prepare a draft; make sure you know or can provide information about all content (to include acronyms).
- Review and revise your work for succinctness.
- Use PowerPoint drill down capabilities as needed for access to background information if questions concerning your references or options arise.
- Proofread and make corrections.
- Practice your briefing.
- Make sure the meeting room is scheduled ahead of time and that you know how to operate the equipment.

Facilitating Effective Meetings

Attending and leading meetings is a major part of the staff officer's/SNCO's work life. The following tips are offered as a reminder for those with prior experience and as a general guide for those with minimal experience setting up and managing meetings:

• *Prior to the Meeting*

- The first important question to ask: Is a meeting really necessary? If you can achieve your objective without a meeting, everyone will appreciate one less meeting to attend.
- Once decided that a meeting is needed, determine a clear purpose for having a meeting.... articulate a clear end objective—state specifically what you want to accomplish. Is this an exploratory meeting? A brainstorming meeting? A decision-meeting?
- Determine who needs to attend and why. Prioritize attendees—who do you absolutely need; if they cannot attend, can you meet with them in advance to get their input, or can they send a representative?
- Decide the type of meeting. Computer-based? Video-teleconferencing (VTC)? Small group? Large Group?
- Schedule a meeting place. Ensure it will have the proper equipment (presentation technologies, white boards, landline for teleconferences, etc.) and that it is large enough for the group. Check within your directorate for procedural guidelines; often a room has to be scheduled far in advance of the actual meeting.
- Develop an agenda as far in advance as possible, and send it to participants. Include date, time, place, and purpose, your name, phone number, e-mail, and, if attendees are coming from another location or from out of town, directions and a map. Ask for confirmation of attendance; if it is a critical decision meeting, ask for notice of inability to attend—even at the last minute.

• *The Meeting*

- The day before *and* the day of, reconfirm the room reservation; it is not unusual to get bumped by a higher-priority meeting, especially for VTC facilities. Meeting spaces are usually in high demand; if possible have an emergency backup plan (the snack bar? the cafeteria? a classroom? someone's office not in use?).
- Start on time and briefly make any administrative announcements.
- Quickly introduce attendees—don't forget those dialing in by phone.
- State end objectives, review the agenda, and lay out procedures; for example, will discussion take place during a briefing or upon conclusion?
- Assign a time keeper to cue you at certain intervals, and if needed assign someone to take notes.
- Keep the meeting focused on the agenda items. If topics arise related to but not specific to the topic, create a “parking lot” (on the white board or by the note taker) of discussion points to return to if there is time—it is easy to get sidetracked, so the “parking lot” approach helps maintain focus.
- Control interruptions; keep group on topic; encourage inclusiveness and openness—and protect those who speak up from attack by another group member.
- For long meetings, give breaks, and start meeting immediately at the end of the break time.

- ♦ Take a few minutes before the end of the meeting to review with attendees: Was the objective met? Is follow-on necessary—another meeting? Individual responses?
- ♦ Thank attendees for attendance; collect notes from the note taker.
- After the Meeting
 - ♦ As soon as possible compose an after-meeting report for your files, and if warranted, e-mail a copy to attendees.

TIME MANAGEMENT REQUIREMENTS

Staff officers sometimes have a difficult time understanding there is no administrative support for their job—you are responsible for every aspect of managing each tasker assigned and for providing accurate and timely input to other personnel for the taskers being managed. One of the most significant aspects of staff work is the constant demand on a staff member's time. Devote work time to research and writing, preparing and presenting briefings, attending or facilitating meetings, and coordinating taskers. Although you may have little control over the pulls on your time, excellent organizational skills, self-management, and expert use of technical tools will help your productivity. Because the types and pace of work and the level of response required may differ from your prior experience, the following tips may be helpful.

Microsoft® is the standard suite of tools used for staff work—particularly Outlook, PowerPoint, Word, and Excel. The better you can use these tools, the more efficient you will be. Even if you think you already have good skills, the more mastery you have, the better your time management/productivity will be. Check with your post/base Microsoft® training group to take a Microsoft® proficiency test. Taking a refresher or update course either prior to or immediately upon arrival will help make your transition easier.

Other joint-specific technology systems may be required in your job—some you may use often and others infrequently. Check with your supervisor early in your assignment to identify what systems you will be required to use on a regular basis and see if training is available, if you must learn from your peers, or if you must learn by yourself. Become familiar with video-teleconferencing and any personal computer-based collaboration tools, shareware, and SharePoint directories where information is stored. Make a special effort to learn your tasking management system early in your assignment. Try to improve your skills on the systems or get formal training before it becomes task-critical.

Managing Daily Tasks

The pace of daily work is rapid and the volume of tasks to manage is significant. Developing time management skills will significantly help you successfully complete assignments. Consider the following tips:

- Know your most productive time of the day. Are you a morning or an afternoon person? When possible, approach your most complex and most mundane tasks during your peak period when your focus is best.

- Prioritize your tasks. One way is to use the ABC approach to prioritize each task: “A” for As Soon As Possible (ASAP)—highest priority, must do now; “B” for burning, but not yet critical; “C” for can do later. Your priorities may change several times during the day—just recode work and follow through. Often, senders will label every task as critical; you must use a triage approach to determine the most critical—Are they time sensitive? Mission critical? Leadership sensitive?
- Develop a well-organized approach to managing taskers using Microsoft® Outlook. Take the time to file electronic documents and e-mails to appropriate folders as you complete a stage for each task.
 - ♦ Create two reading folders—one for electronic journals, articles, research; and a portable one for paper—journals, print-outs, articles, etc. Try to set aside an hour or two during each week for your professional reading.
 - ♦ Delete extraneous versions of documents.
- Keep e-mails as brief as possible and copy only those that you need to be include. This should reduce the number of e-mails you receive in return. File only those e-mails needed for legal or tracking purposes in related folders.
 - ♦ Use the phone to reduce the number of e-mails for yourself and others.
- Find your best ways to manage stress and practice them. For some, physical training helps thinking processes and reduces stress. For others finding a quiet place to relax even for 10 minutes is helpful. Reasonable breaks can help you be more productive and reduce errors.
- Use a timer. Using a timer (e.g., your watch alarm) helps focus, pacing, and development of task standards. For example, spend the first 15 minutes of the day setting a priority list, an hour working on your most critical task, then the next hour for e-mails, etc. Develop a routine that best helps manage workflow.
- Beware of the perfectionist syndrome. Sometimes the 80% solution is sufficient.
- Set a time and the criteria for decision-making for taskers and then follow through.
- Treat your work as a project. If you have access to Microsoft® Project or other project management tools, they can help in tracking multiple elements of a job. Although these tools require training and constant updating, they can be very helpful in the organization, prioritization, and tracking of taskers.

Maximizing Unit Technology Software and Hardware Capabilities

Effective staff officers/SNCOs must use the technology systems available to them to efficiently manage time and daily activities—these tools are force multipliers. Staff officers are expected to embrace technology support tools and to maximize the capabilities to increase proficiency and quality in their daily work.

Senior leaders expect their staff personnel to have well-developed technology skills. The following is a list of desired skills to help determine the areas where you may need new or refresher training:

- Uses computer system to manage tasks well—files information so that it is easily accessible.
- Follows network security and information assurance protocols.
- Utilizes collaborative work tools to speed the process.

- Able to effectively navigate the World Wide Web and portals.
- Knows how to effectively use the web for research.
- Able to use the systems of 'record' throughout the specific command and the joint world to full capabilities.
- Uses the Microsoft® Office Suite at a high proficiency level:
 - Able to use PowerPoint to effectively build and present four-star level briefings; able to embed and create drill downs.
 - Able to use Outlook effectively to manage high volume of e-mails, files, and communications related to staffing packages.
 - Has advanced skills in Word for constructing and revising documents in multiple formats.
 - Able to use Excel spreadsheets at the level required for the job (some jobs require more detailed use such as the ability to create pivot tables).
 - If needed for the job, is able to use Project effectively.

As an AO, a major portion of your job is to find *valid* information to support the tasks you are assigned. During orientation you will probably be introduced to the tools available or required in your organization; if not, ask your experienced colleagues about the available tools. Remember to talk with a broad variety of people as the technology skills and subject matter interest may dictate the tools and how much they are used. Some tools will require initial training that may take place in a classroom or may be on-the-job, learning-by-doing, or tutoring; for others, you may already have some user experience but may need a higher level of proficiency.

COORDINATION

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

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

Coordinating with other Staff Sections/Divisions

Staff officers/SNCOs have identified that one of the biggest obstacles of getting work completed is coordinating input from other personnel. Often a junior officer/SNCO leads a task that requires input from more senior personnel or from government civilians and interagency personnel over whom they have no authority.

Coordination is a crucial task that permits the stakeholders of an issue to participate and contribute to the decision-making process. Effective staff personnel identify the participants required in an action early on and keep the communications channels open—receiving as well as sending updates and other pertinent information. Typically, coordination requires three or more rounds. In the first round, by including peers and SMEs early in the process, good staff AOs identify weaknesses of the project and can make adjustments in a staffing package before moving up the chain.

In the second round, other sections and organizations disagreeing with a particular action may recommend or request changes to the text. The staffing officer/SNCO is responsible, sometimes with guidance from their immediate supervisor, for making appropriate changes and then notifying stakeholders of changes made before moving forward.

The final round of coordination is a formal request to the designated point POC within a specific group for either concurrence or non-concurrence. For this final round, the POCs coordinate within their own group as needed and then respond representing the voice of the senior person to the AO managing the task. When staff officers/SNCOs must non-concur with an issue they should provide specific comments, objections, and rationales for non-concurrence. With non-concurrence from one or more organizations, the lead organization reviews the reasons, considers options, and then makes a final recommendation on the issue.

It takes a little time to understand the general interactions, interdependencies, and coordination requirements within commands. Upon assignment to a staff, you will begin to get a feel for the structure of the command and how the coordination process is supposed to work, but much of what you learn results from reading the SOPs and on the job training—learning by doing. The people around you want you to succeed, and are willing to help, so begin early in your assignment building a strong network of SMEs within the command, subordinate units, HHQ and relevant adjacent commands.

Ask questions up front rather than when you get behind schedule; try to gain as clear an understanding as possible of each task—do not be afraid to ask for clarification. Frequently the expectation for staff officers is they can answer each task gaining consensus in the process without senior officer involvement.

Staff officers/SNCOs have to learn how to work effectively across staff sections/divisions to get people in other groups to share information; it is not always easy if departments get “turf protective.” But sharing information with others, instead of hoarding it, and using compromise and cooperation as the main approach to business will help you get accurate information in a timely manner. Open communications build trust, and having others trust you is one of the most valuable assets you can experience in the coordination process.

It is important to find ways to get cooperation from the many individuals you will need to help you complete work tasks. The following strategies may help you get the collaboration you need:

- Remember that other people work just as hard as you, are professionals, and you are all on the same team.
- Respect other people's workloads and time.
- Make efforts to get to know people from other directorates with whom you will work. It helps if you meet them face-to-face and see their work environment.
- When asking for action or input from someone (within your command or outside of it):
 - Clearly state your objective.
 - As precisely as possible, identify what action you need and by when.
 - Ask if they need anything else from you in order to take the requested action.
- Ask for information or action, don't command or demand.
- Do not "name-drop" or "rank drop;" appeal to the individual by stating something to the effect, "My task is to ____, and I need input from your section by (date). Your name was given to me as the POC. Can you help me?" If the answer is no, ask them to help you find who can help you. Thank the person for their assistance—they may be your contact on the next action.
- Use a phone call instead of an e-mail when feasible—personal communication allows you to clarify your request for action; follow-up with an e-mail thanking them for their help and restating their commitment for requested action.
- Make a list of contacts and their e-mail and phone numbers for each project; keep the list in your electronic folder and write it on the front of your hard copy file folder. Keep track of those contacts helpful in completing your task; follow-up with a "thank you" e-mail.
- When feasible, send a reminder of an expected action before it is due, asking if any complications arose to prevent or delay the action. If problems arose, determine the criticality and ask if there is anything you can do to facilitate. If necessary, call a meeting of those involved to see if you can determine ways to overcome obstacles to completing the task.
- If you do not get participation from others or do not get action by the requested time, do not let emotion get in the way—sometimes there are legitimate reasons. Be assertive and firm, but not attacking or blaming, saying, for example, "My department needs your department's input by close of business today; if you are unable to follow through who will be responsible for the input from your office?" Always try to be polite and professional, even if you don't feel like it sometimes; thank the individual for their time.
- Do not hide behind e-mails; if you cannot get the commitment you need from a department, get up and go to the office for a face-to-face request; for communicating with geographically distant personnel, pick up the telephone.
- Set the example; help people even when they did not help you—establish your reputation as a "go-to person," as someone who is mission-focused, willing to help, and a team-player.

Time, operating environment, and the commander's preferences affect coordination. Considering the following, commonly practiced methods, not intended as all-inclusive means of coordination:

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

MILITARY BRIEFINGS

Commanders and staff officers typically communicate using a military briefing, a form of communication requiring specific techniques with respect to the role of the briefer, the purpose the briefing serves, and the nature of any deliverable or decision. A key reason for using a military brief as a primary method of communication is to save the commander time, enabling the commander an opportunity to question the staff and seek clarification or provide guidance.

The military briefing is usually limited to communicating essential information delivered in a purely objective manner with reference to enough familiar material to establish a basis for understanding by those receiving it. Briefings usually take the form of information, decision, staff, or mission briefings. Although some elements are common to all briefings, each is distinct in terms of requirements and outcomes.

Information Briefing

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

Decision Briefing

The decision briefing contains elements of the information briefing, but it is usually more comprehensive and presented for an entirely different purpose. The desired outcome from the decision briefing is an answer to a question or a decision about possible COAs to take.

Staff Briefing

One of the best means of keeping the commander and staff informed of the current situation and major issues facing the command is through staff briefings. Staff briefings are designed for the

rapid oral dissemination of information to a group of people and not for planning or settling complex issues, though staff briefings occasionally result in making command decisions. Attendance at staff briefings varies with the subject, size of the headquarters, and type of operation being conducted. An excellent staff briefing example is the commander's update brief that occurs every day during operations.

The COS is responsible for scheduling and orchestrating staff briefings for the commander. The COS or XO guides the staff briefings to bring the commander and the staff up-to-date on the situation and actions since the last briefing was conducted. The COS must guard the commander's time and energy to ensure that staff briefings inform the commander on the big issues. Each person attending the staff briefing is made aware of events throughout the command, and such general comprehension makes the staff officer more effective within a functional area, something difficult to achieve by other means. Staff officers take notes on the portions of the staff briefing pertinent to their section for subsequent action. Staff officers should be prepared at any time to present a briefing on the activities of their section. Staff briefings focus on providing the commander with assessments and recommendations, and the desired response to a staff briefing is a coordinated effort.

Mission Briefing

The purpose can be a combination of any or all of the following: impart last-minute information, give specific instructions, or instill an appreciation of the overall mission. It is designed especially to review important details for combat operations and also used to brief training missions that simulate combat conditions. The expected objective is to achieve thorough and current understanding of operational conditions possibly affecting the successful execution of the mission.

STAFF MEETINGS AND CONFERENCES

When planned, focused, and conducted properly, meetings and conferences can provide a particularly effective means of coordination. They present an opportunity for the face-to-face exchange of information and views among all parties interested in a problem. Meetings are less formal than conferences. Meetings may occur strictly to exchange information and may or may not include an agenda and a report of discussions. Staff meetings must have a clear purpose and occur only when needed. Meeting management is an essential leadership skill and follows these basic tenets:

- Determine participants based on the meeting's purpose and objectives.
- Develop an agenda in coordination with key participants.
- Start the meeting on time and review the agenda.
- Manage time and ensure the meeting progresses on track.
- Review actions and assignments at the end of a meeting and arrange a follow-up meeting if needed.

Conferences may also be formal or informal, but they will normally include an agenda and a report. The conference agenda, prepared and circulated in advance of the conference, is the principal means to organize the efforts of the conference toward a common objective. The simplest form of an agenda is a memorandum to the prospective participants indicating the date, time, and location of the meeting and providing a list of the discussion items. A formal agenda provides a statement of each discussion item and the sequence of items, a list of available reference material that may assist conferees to prepare for the conference, a list of individuals who will provide special information at the conference, and the name of the presiding individual. Before the conference, all personnel will familiarize themselves with the agenda, ascertain the policies or desires of their commanders, and determine the extent of their authority to commit their commanders. Post-conference results are summarized and circulated to the staff. The commander may desire discussion of important conference reports with all or part of the staff. In such instances, the staff officer must be prepared to present a report orally and to answer questions posed by other members of the staff.

STAFF VISITS

Staff officers/SNCOs frequently visit subordinate units in the name of the commander in order to obtain information on the status of subordinate units and to render staff assistance. In garrison, at MSC level and higher, the COS or the heads of general staff sections plan a program of visits. During staff visits, the staff officers/SNCOs conduct themselves so as to promote cordial relations and cooperation between the staff and the unit visited. The staff officer informs the unit commander of the purpose of the visit, requests assistance if needed, and, before leaving, provides observations to the commander. The staff officer avoids criticism or interference with the responsibilities of the subordinate commander. If it appears that the intent of the higher commander has been misunderstood, the staff officer furnishes the subordinate commander or their staff with additional information to assist the subordinate commander in comprehending the exact desires of the higher commander.

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

STAFF INSPECTIONS

Staff officer inspections occur at the direction of the commander and may involve individual officers or teams. The latter method is frequently used for technical inspections. Before the inspection, inform the commander of the unit to be inspected of the nature of the inspection and its

purpose. Inspection reports are prepared and submitted upon completion of the inspection, and the commander of the inspected unit is furnished a copy. Inspection reports should be factual, clear, and concise.

LIAISON

Organizations exchange LNOs or liaison teams to establish close, continuous, physical communication among forces. They are not members of the staff; they are representatives of other staffs that enhance communication between units. Liaison personnel enhance and share information, significantly contributing to mutual understanding and unity of effort. Unless otherwise directed, liaison personnel represent the commander. Liaison personnel should possess appropriate rank and experience needed for the assignment.

Liaison personnel typically perform four basic functions:

- Monitor. Liaison personnel monitor the operations of both the MAGTF and the sending organization and understand how each affects the other. Liaison personnel must understand the current situation and planned operations, pertinent staff issues, and commander's desires.
- Coordinate. Liaison personnel facilitate synchronization of COPS/future plans between the sending organization and the MAGTF. Liaison personnel accomplish this through coordination with other liaisons and members of both staffs.
- Advise. Liaison personnel advise the gaining commander and the staff on the optimum use of the command they represent.
- Assist. Liaison personnel act as the conduit between commands and integrate into the receiving command's cross-functional organizations.

The following are basic LNO guidelines:

- Liaison personnel are official representatives of the sending organization.
- Liaison personnel are not dedicated watch officers.
- Liaison personnel are not substitutes for delivering critical information through normal C2 channels or a conduit for general information sharing.
- Liaison personnel are not replacements for proper staff-to-staff coordination.
- Liaison personnel are not staff augments.
- Liaisons do not have the authority to make decisions for their commander without coordination and approval.

A commander establishes liaison with another unit by sending a representative to the headquarters of the other unit, thus providing a personal contact between the two headquarters. The commander's representative is specifically appointed as an LNO if the stay at the other headquarters is to cover an extended period of time or if liaison duties are to constitute the LNO's

principal responsibility. Liaison is not limited, however, to specifically appointed LNOs. Every staff officer who makes a staff visit to another headquarters performs liaison.

The COS is responsible for establishing liaison as part of the command's coordination responsibility. LNOs function under the COS's direction and supervision. Supporting units normally establish liaison with supported units. Liaison between adjacent units is established on the initiative of the units concerned or as directed by higher authority. Liaison between higher and lower units is established by the higher unit and may be covered in SOPs.

Before departure from the parent headquarters, the LNO ascertains the exact mission and becomes familiar with the situation of the parent unit and that of the host unit. The LNO secures written credentials, if required, and ensures that arrangements for communications and transportation between the two units will be adequate. On arrival at the host unit, the LNO reports to the commander or appropriate staff officer, states the mission of the visit, presents credentials, and offers assistance, if appropriate. The LNO then becomes familiar with the situation of the host and makes arrangements for securing and passing on required information to the parent unit.

The LNO frequently returns temporarily to the parent unit during the liaison tour in order to keep the parent unit informed of the host unit's situation, making such information available to the commander and staff of the host unit as well. The LNO makes continuing reports to the parent unit on matters within the scope of the mission and maintains a record of the contents of such reports. On completion of the liaison tour, the LNO returns to the parent unit, submits a report, and transmits any messages or requests from the commander or staff on the host visit.

COLLABORATIVE PLANNING

The need to generate and maintain operational tempo sometimes drives organizations to use parallel planning rather than sequential planning when conducting operations. Units at various levels of command plan concurrently based on the mission and the next higher commander's intent; however, parallel planning has its drawbacks. Chief among these is the opportunity for a subordinate unit's plan to become disconnected with the plan of the senior unit as well as with the plans of adjacent units. We mitigate this risk through collaborative planning. Planners at all levels can plan concurrently and in concert with one another.

Improvements to IM systems and tools provide the opportunity for organizations to achieve more effective collaboration in the planning and execution cycle. Updated information is available continuously throughout the planning and execution cycle, enabling all units and personnel to remain abreast of an ever-changing operational situation. IM capabilities support greater communication; broader and more meaningful information sharing; situational awareness; and increased collaboration among commanders, staff sections, and subordinate units.

COLLABORATION TOOLS

Synchronous web-based meeting and collaboration tools: although many are available, one example is the Defense Connect Online (or Button 2) capability in use DOD-wide available to members of the interagency community. Defense Connect Online is Adobe Connect software that provides a web-based meeting platform with many powerful options. Defense Connect Online provides virtual meeting rooms for collaboration in real-time. Defense Connect Online is available on Non-classified Internet Protocol Router Network (NIPRNET) and SECRET Internet Protocol Router Network (SIPRNET).

The following are examples of other systems—Department of Defense and Joint

- SIPRNET: The SIPRNET is DOD's largest interoperable C2 data network, supporting the Global Command and Control System, the Defense Military Message System (DMS), collaborative planning and numerous other classified warfighter applications.
- NIPRNET: a global long-haul IP based network to support unclassified IP data communications services for combat support applications to the DOD, Joint Chiefs of Staff (JCS), Military Departments (MILDEPs), and CCMDs. NIPRNET provides seamless interoperability IP services to customers and is a common tool across all Services; is one of many systems required to perform daily tasks. All taskers, however, are sent on the SIPRNET, even though not all are classified which often creates extra work, and limits task assignments.
- Defense Military Message System: a secure e-mail system to ensure safety for critical operations. The United States DOD developed DMS to replace the Automated Digital Network, the previous official DOD e-mail system as well as 45 separate e-mail systems that functioned within the DOD. Local users of DMS may log onto the system through a user-interface, such as Telos AMHS (referred to as Telos or AMHS).
- JOPEs: Joint Operation Planning and Execution System—the Chairman of the Joint Chiefs of Staff's (CJCS) joint planning system. It covers the planning spectrum from the President and Secretary of Defense (SecDef) through the Chairman, to the CCDRs and the joint task force (JTF) commanders. JOPEs governs all aspects of conventional joint military operations planning and execution. It is the tool used by all echelons of planners and operators to speak a commonly understood language. JOPEs furnishes joint commanders and war planners at all levels the standardized policies, procedures, and formats to produce and execute a variety of required tasks.
- DRRS: Defense Readiness Reporting System—is a mission-focused, capabilities-based, common framework that provides the CCDRs, Military Services, JCS, and other key DOD users a data-driven environment and the tools for evaluating, in near real-time, the readiness and capability of US Armed Forces to carry out assigned and potential tasks.
- JKO: Joint Knowledge Online—a web-based training and Learning Management System used in several CCMDs to deliver relevant, operationally focused joint training and knowledge services and products. This system can also be used to manage and track command-wide training requirements and manage training related information. Note: CCMDs use other Learning Management Systems. Check with your training staff to learn which system your command uses.

- *Tasking Management Systems*: each command uses a tasking management system to manage assignments. You should receive training on the specific system used within your command.

REACHBACK

Closely related to collaborative planning is the use of communications networking techniques for electronic reach-back, which can reduce the size of deployed staffs. Electronic capabilities can also provide deployed forces access to virtual staffs through the use of a global network of military, government civilians, and consultant specialists. The Marine Corps' Chemical-Biological Incident Response Force (CBIRF) provides an example of this virtual approach. The Marines in the CBIRF link electronically to civilian experts in government, academia, and the medical profession. This link allows instantaneous consultation between deployed CBIRF members and knowledgeable specialists located in universities, hospitals, and government organizations around the United States. In many cases, it is not possible to deploy personnel with the complete range of expertise needed to address all of the problems that will be encountered in forward areas.

COMPLETED STAFF ACTION

Completed staff action on a problem results in the presentation of the problem, conclusions, and any recommended COAs in such form that all the commander needs to 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. See appendix A for descriptions of additional documents that support staff action and the commander's decision-making process.

TEAMBUILDING

Effective operations require close coordination, synchronization, and information sharing across the staff sections/divisions. As a result, staff officers/SNCOs serving in the operational/joint arena will often be required to serve on a variety of teams during their assignments. Commanders and experienced staff officers frequently stress the importance of the ability of staff officers/SNCOs to function effectively within the team environment. This section provides a better understanding of

teamwork, some challenges that members of teams can face, and some strategies for working effectively in this context.

What is a team?

A team is defined as “a group whose members have complementary skills, are committed to a common purpose, or set of performance goals for which they hold themselves mutually accountable.” Many studies show that teamwork improves mission performance, increases productivity, and reduces staff conflict. Teamwork eliminates unnecessary layers of management, thereby decreasing the time needed to make recommendations, deliver products, and make decisions. If staff personnel do not know how to operate in this environment, the team will suffer and become ineffective. Staff officers/SNCOs possessing strong interpersonal skills, exercising effective communication, and maintaining a mission focus are more likely to be effective in their jobs.

Challenges of Teamwork

Anyone who ever worked on a team knows that getting a team to the point of effective performance can be (and often is) hard work. There are numerous team-specific aspects, organizational realities, personal leadership styles, and interpersonal skills that can affect the success of a team. Some common challenges that staff officers/SNCOs serving on a team may encounter include:

- Each team will fall under the principal oversight of a staff section, and the team leader is usually the representative from the organization with the responsibility to meet the objectives of their superior(s).
- Team members will often represent different stakeholder interests—sometimes conflicting—and we consider and address all.
- Team members may not have been delegated the proper authority to speak on behalf of their organization, may not know enough to adequately represent their interests, or may not have been given permission to participate fully.
- Teams require a great deal of planning, organization, and follow through on the part of all members.
- Team members do not always know all of the inner workings of their own office, let alone their Directorate.
- Teams must go through a learning process to become effective, and that can take time. It is not uncommon for teams to be temporarily less productive than before the team’s establishment.
- Interpersonal skills of individual team members can have a large impact on the effectiveness of the team as a whole. Specifically, leadership skills, communication and persuasion skills, attitudes toward diversity, self-awareness, willingness to engage in information sharing, conflict management, willingness to accept responsibility, and cooperate with others are all essential to team performance.

Tips for Team Success

Although teamwork has many challenges, staff officers can use many skills and effective strategies that can use to increase their chance for success. Staff officers/SNCOs should approach teamwork by remembering that the team will perform at its best when all members:

- Focused on a common goal.
- Embrace the established mission.
- Understand how their role on the team fits into the bigger picture.
- Engage in forming policies, establishing procedures, and making decisions at their level; and they are willing to fully participate and voice their concerns in a constructive way.

Each command's team can benefit by practicing the following principles:

- Senior leaders must understand and support the team's objectives and provide appropriate guidance, training and authority to the team.
- Teams must communicate effectively with senior leadership and seek out the guidance and support they need to succeed in their mission.
- Commands assign a team leader for most teams. It is important for these bodies to function as one unit and that the team self-govern. Team leaders should view themselves as coaches that strive to create win-win situations.
- Teams should keep good records and provide training and important background information to new members.
- Current challenges, tight deadlines, and priorities must be effectively communicated to the team.
- Teams need to cooperate, coordinate, and de-conflict not only within their own members but also with other teams in the organization. It may sometimes be necessary for teams to engage on certain issues with other cross-functional teams that have a stake in a project, product, or deliverable.
- Staff officers/SNCOs should engage in continuous interpersonal skill development and life-long learning practices that affect their ability to operate within the team.

Teamwork within a staff and between staffs produces the staff integration essential to synchronized operations. A staff works efficiently with complete cooperation from all staff sections. A force operates effectively in cooperation with all headquarters. Commanders and staffs contribute to foster this positive climate during training and sustain it during operations. However, frequent personnel changes and augmentation to the headquarters adds challenges to building and maintaining the team. While all staff sections have clearly defined functional responsibilities, none can operate effectively in isolation. Therefore, coordination is extremely important. Commanders ensure staff sections are properly equipped and manned. This will allow staffs to efficiently work within the headquarters and with their counterparts in other headquarters. Commanders ensure staff integration through developing the unit's battle rhythm, including synchronizing various meetings, working groups, and boards.

WORKING WITH GOVERNMENT CONTRACTORS

Contractors comprise a large portion of the DOD workforce. Military staff officers working with contractor should understand the principle contract currently in force, specifically the PWS that provides the job requirements, responsibilities, and deliverables for what the US Government tasks the contractor to accomplish.

Several different private companies provide contractors where one is the prime contractor, and the other supporting contractors are subcontractors to the prime. These companies are awarded contracts to provide services and qualified personnel to meet Federal Government requirements. An award amount is negotiated and represents what the government pays the Contractor to supply qualified individuals to fulfill contract obligations. The fees, rates, and salary requirements negotiated between the employee and contracting company at the time of hire determine a contractor's pay. Contractor salaries are not a part of the public record in contrast to general schedule federal pay schedules.

Statement of Work

Each contractor will have a published PWS for the specific job, product, or services purchased by the US Government. The PWS will outline the overall objective, products, services, specific tasks, reporting requirements, and general information concerning contractor duty day, travel requirements, and sources of funding. Each contractor normally has an assigned program manager (PM) responsible for the performance of the work and the daily management of the contract. The PM has full authority to act on all contractual matters relating to daily operations of the contract to include personnel management. The US Government has a contracting officer's representative (COR) who coordinates with the PM on fulfilling the requirements stated in the PWS. If contractors work for your section or branch, make sure you coordinate any contract issues with the COR and avoid dealing with the contractor without the knowledge of the COR.

Working Relationships

Military staff officers with supporting contractor employees should request and study the PWS Specific Tasks Section to understand the job responsibilities and deliverables agreed upon between the US Government and the contractor. As a supervisor you have the right to further define these tasks to support your military mission. Insure you discuss these with the COR who will take them up with the PM. The COR is responsible for ensuring that the contract Quality Assurance and Surveillance Plan is properly used to evaluate contractor performance. The COR and the PM should consult with each other for contractual interpretations and to resolve military/contractor differences.

Contractor Evaluation

Contractors typically conduct an internal performance evaluation process to assess the performance of their personnel. If performance issues arise with specific contractors, bring them to the attention of the COR for discussion with the PM. The military customer may comment on contractor performance in discussions with the COR who can take action if performance is substandard. If the contract includes an award fee, contractors may be eligible for performance bonuses determined by the private contractor. The military customer should convey their recommendations for contractor bonus compensation directly to the COR for recommendation to the PM.

Contractor Do's and Don'ts

The following provides a good general list to follow regarding Do's and Don'ts. You should contact your COR to determine if there are command-specific guidelines.

Do's:

- DO remember contractors are not US Government employees.
- DO respect the employer-employee relationship between contractors and their employees.
- DO provide event feedback to the A/COR on contractor performance (good & bad).
- DO safeguard sensitive information, including proprietary, Privacy Act, and source selection information.
- DO ensure contractors identify themselves as contractors during meetings, telephone conversations, correspondence, and e-mails.
- DO treat contractors as valuable members of the team.
- DO understand their duties & responsibilities as defined in the PWS/task.
- DO avoid conflicts of interest/unprofessional relationships.
- DO ask questions & seek advice.
- DO know who the COR is for the contract(s).

Don't:

- DON'T get involved in the recruiting, selecting/hiring, or firing of contractor personnel.
- DON'T direct, schedule, or critique contractors.
- DON'T supervise contractors—always avoid the appearance of an employer/employee relationship (i.e., personal services).
- DON'T rate individual contractor personnel performance.
- DON'T use US Government and contractor personnel interchangeably.
- DON'T utilize contractors to develop US Government requirements or participate in the acquisition process (PWS, Independent Government Estimates, technical evaluations).
- DON'T disclose source selection information to contractor personnel.
- DON'T solicit or accept gifts from contractor personnel.
- DON'T authorize work outside the scope of the contract (Only warranted Contracting Officers are authorized to obligate the US Government).
- DON'T provide official recognition (i.e., awards/letters of appreciation) – that must come from their company.
- DON'T authorize or encourage participation in “morale building” events, time-off, or administrative leave.

Staff officers will encounter general schedule federal civilians and private contractors, all working to support the mission of the commander. It is important that staff members recognize that military personnel, DOD civilians, and US Government contractors are all on the same team.

CHAPTER 3.

STAFF ACTION PAPERS AND FORMATS

A staff officer will typically be required to prepare or produce outlines or documents that will assist superiors in making rapid and accurate decisions based on authoritative information. As such, staff officers should be familiar with and able to prepare the named papers provided in this appendix. The primary reference publications for correspondence formats are Secretary of the Navy Manual-5216.5, *Department of the Navy Correspondence Manual*, and Marine Corps Order 5216.20B, *Marine Corps Supplement to the Department of the Navy Correspondence Manual*, which provide the purpose for and examples of staff action papers. Minor differences exist between commands based on the command's organizational mission and the preferences of the commander. There are no major differences; however, and a general description of the types of staff action papers is found in the following paragraphs.

POSITION/DECISION PAPER

An AO prepares a position/decision paper to develop, recommend, and obtain an official position on a particular proposition. It includes a clear statement of why an official position/decision is required, essential background on the problem or subject, and a rationale for the recommended position. A position/decision paper usually requires rapid research to identify key sources of information pertaining to the topic. The author must make a sound analysis of the information and write the paper in a clear and accurate format. Refer to Appendix A for a position/decision paper example.

The heading contains the classification of the paper, the office code of the originator, the date, and the caption "POSITION/DECISION PAPER." The subject is indicated in simple terms. If references are used, they should be standard and self-explanatory. The problem statement identifies the problem for which the position is being developed.

The author should also state why a position/decision is required. The background states what has taken place before. The positions of other agencies are addressed when appropriate; otherwise, "Not Applicable" is stated. The recommended position is stated in clear, concise terms. The rationale includes statements which support the position taken. The recommendation is the action you recommend to be taken, (e.g., "approve attached statement" or "study") as well as a decision block for the decision to be recorded.

POINT PAPER

A point paper is a concise document designed to present key points, facts, positions, or questions in a brief and orderly fashion. It is normally used as a reminder and assumes complete knowledge of the subject by the intended user. The point paper usually does not exceed one page. It should be written in a brief, “telegraphic” style that can stand alone; however, graphs, schedules, and background data may be attached. A standard point paper will include the following: a heading; the subject in concise terms; salient points listed in short, concise statements; and a concise summary that may include any conclusion or position as appropriate. Refer to Appendix B for an example.

TALKING PAPER

A talking paper is a narrative form used to advance a point of view or summarize an action or proposal. It includes concise comments for use during a meeting or oral presentation. The talking paper should stand by itself without reference to backup material. It is used as a memory aid or quick reference outline. Refer to Appendix C for an example.

MEMORANDUM FOR THE RECORD

A memorandum for the record is prepared to record the impressions, information, conclusions, or decisions that arise out of formal or informal discussions, conferences, meetings, or telephone conversations. This document is frequently used as an in-house record of significant information that would otherwise not be recorded in writing. Often the memorandum for the record is a record of action underway and reasons for the action. The staff can also use this document to pass information up the chain of command in order to keep senior leaders apprised of events or actions within the author’s purview. Refer to Appendix D for an example.

INFORMATION PAPER

An information paper is typically used to provide factual information in concise terms to prepare the recipient for discussions and/or meetings. Only essential facts concerning the subject should be included and developed in an orderly and logical manner. Information papers are self-explanatory and will not refer to enclosures except for additional tabs containing data, charts, etc.

Information papers are typically attached to other documents, hand-carried, or transmitted by informal note. They do not require an address or signature block. Place the appropriate originating office symbol/code and date in the upper right hand corner of the page. The date is the day of

dispatch from the originating agency. The format may be altered to meet specific needs. Refer to Appendix E for an example.

TRIP REPORT

Staff officers will submit trip reports usually within five working days of returning from an official trip. Staff officers/SNCOs will brief urgent reports to their process owner and/or the COS immediately after returning from the trip. Process Owners will route trip reports to the XO, COS, deputy, the commander as necessary, and other relevant staff members who require information relating to matters covered in the report. Staff members will not distribute trip reports outside of their command element unless approved by the section/division head. Refer to Appendix F for an example.

AUTOMATED MESSAGE HANDLING SYSTEM MESSAGE

Some actions may recommend dispatching an AMHS message. A message may be transmitted electronically or sent by mail or courier, depending on requirements for speed of delivery and security. Precedence is a designation assigned to a message by the originator to indicate to communications personnel the relative order of handling and to the addressee the order in which the message is to be noted. Whenever a message is prepared that includes the word “not” (where the accidental omission of the “not” would produce the opposite or other action than that desired) add the words “repeat not.” For example, “Execution will not, repeat not, be made pending receipt of further orders.” References should be listed in messages, briefly summarized in the first part of the message so that the message stands alone and can be completely understood without reading the other documents. Avoid the use of not to all (NOTAL) references whenever possible. Refer to Appendix G for an example.

STAFF STUDY

A staff study is a flexible, problem-solving procedure. Mainly used for administrative and managerial problems, a study lists conclusions and recommendations on a specific, clearly stated problem. A staff study is usually organized using the following six main paragraph headings. A format example of a staff study is not included in Marine Corps Order 5216.20B. Refer to Appendix H for an example.

The Problem

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

Assumptions

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

Facts Bearing on the Problem

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

Discussion

The discussion is the heart of the staff study. It is where the problem is analyzed and options are considered. One method is to describe the advantages and disadvantages of possible solutions, introducing facts, and reasoning sequences. Another technique is to list criteria and test each possible solution against each criterion.

Conclusions

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

Action Recommended

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

CHAPTER 4.

COMMAND AND SUPPORT RELATIONSHIPS

US COMMAND RELATIONSHIPS AND AUTHORITIES

All US joint forces belong to CCMDs, or the SecDef designates them as forces retained by SecDef in the Global Force Management Implementation Guidance. Four specific command relationships define the authority a commander exerts over assigned or attached forces: combatant command [command authority] (COCOM), operational control (OPCON), tactical control (TACON), and support. JP 1, JP 3-0 *Joint Operations*, JP 5-0 *Joint Planning*, and Marine Corps Warfighting Publication 3-30 *Marine Air-Ground Task Force Command and Control* discuss authorities that Marine commanders should be aware of while conducting operations as part of a Joint Force.

Combatant Command (command authority)

COCOM provides nontransferable command authority with no possibility of delegation, of a CDR to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command.

Operational Control

OPCON provides the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON is a lesser command authority than COCOM and can be delegated by the CDR.

Tactical Control

TACON provides the authority over forces limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks.

Joint Support Relationships

In joint operations, a support relationship represents a command authority. A common superior commander normally establishes a support relationship between subordinate commanders when one organization should aid, protect, complement, or sustain another force. The SecDef uses a support command relationship to establish and prioritize support between and among CDRs, and JFCs use it to establish support relationships between and among subordinate commanders.

Commanders may exercise support at any echelon at or below the CCMD level. The designation of supporting relationships conveys priorities to commanders and staffs planning or executing

joint operations. The support command relationship by design indicates a somewhat vague but very flexible arrangement. The establishing authority (the common JFC) ensures that both the supported commander and supporting commanders understand the degree of authority granted to the supported commander. Support relationships may change across phases of an operation as directed by the establishing authority. Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*, details each relationship. The four categories of support include:

- General support (GS). Support given to the supported force as a whole and not to any particular subdivision thereof.
- Mutual support. That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities.
- Direct support. A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance.
- Close support. The action of the supporting force against targets or objectives that are sufficiently near the supported force as to require detailed integration or coordination of the supporting action.

Other Authorities

HHQ must specify the command relationship the gaining commander will exercise (and the losing commander will relinquish) over transferred forces. Commanders at all levels may delegate these authorities to subordinates to enhance C2 of the force. The following paragraphs describe other authorities.

Administrative Control. Administrative control (ADCON) provides “direction or exercise of authority over subordinate or other organizations in respect to administration and support” including organization of service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations (JP 1).

ADCON provides the authority necessary to fulfill military department statutory responsibilities for administration and support while remaining subject to the command authority of CCDRs. MAGTF commanders normally do not exercise ADCON over forces assigned or attached from the other services. ADCON indicates that a unit falls under conditional control of another commander for administrative matters. The order directing assignment to such status specifies the specific degree of ADCON.

Coordinating Authority. A commander or individual exercising the authority to require consultation between the specific functions or activities involving forces of two or more services, joint force components, or forces of the same Service or agencies, but without the authority to compel agreement. Coordinating authority represents a consultation relationship, not command. In the event that units cannot reach essential agreement the appointing authority adjudicates the matter.

For example, an appointing authority could grant a Marine aviation group commander coordinating authority to work with Army and Air Force aviation units located on geographically close but separate forward operating bases to establish security for the multiservice base cluster.

Direct Liaison Authorized. Direct liaison authorized (DIRLAUTH) provides that “authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command.” DIRLAUTH provides the authority to directly consult or coordinate an action. DIRLAUTH applies more to planning than operations and always carries with it the requirement to keep the commander granting DIRLAUTH informed. It creates a coordination relationship, not an authority to exercise command.

For example; a MEF commander gives DIRLAUTH to a division commander to consult with a United Nations relief agency for humanitarian relief planning.

Directive Authority. CCDR authority to issue directives to subordinate commanders to ensure the effective execution of approved OPLANs, optimize the use or reallocation of available resources, and prevent or eliminate redundant facilities and/or overlapping functions among the service component commands (*DoD Dictionary of Military and Associated Terms*).

Moreover, several directive authorities impact MAGTF operations in a joint environment. ACA and authority to conduct CO represent two of the more prominent examples.

Airspace Control Authority. The JFC designates the ACA as a commander to assume overall responsibility for the operation of the airspace control system in the airspace control area. The ACA develops and the JFC approves the air control plan (ACP) to establish general guidance for the control of airspace and procedures for the airspace control system for the joint force operational area. The airspace control order (ACO) implements specific control procedures for established time periods. It defines and establishes airspace for military operations as coordinated by the ACA, notifies all agencies of the effective time of activation, and defines the structure of the airspace. The ACO typically appears either as part of the ATO or as a separate document. It provides the details of the approved requests for airspace coordinating measures. All air missions stand subject to the ACO and the ACP. The ACO and ACP provide direction to integrate, coordinate, and deconflict the use of airspace within the operational area (**Note:** This does not imply any level of command authority over any air assets). Methods of airspace control vary by military operation and level of conflict from positive control of all air assets in an airspace control area to procedural control of all assets or any effective combination. For a detailed discussion regarding the duties and responsibilities of the ACA see JP 3-52 *Joint Airspace Control*.

Note: The JFC assigns MAGTF an AO; the MAGTF must request airspace above the AO from the ACA. The MAGTF predicates requested airspace on its C2 ability. The ACA adjudicates airspace for the entire joint force but exercises no command authority of MAGTF air assets.

Cyberspace Authorities. United States Strategic Command (USSTRATCOM)/United States Cyber Command (USCYBERCOM) exercises directive authority for CO. USSTRATCOM/USCYBERCOM coordinates all actions with the affected CCMDs through their cyberspace support element to facilitate unity of effort and mission accomplishment. Joint forces principally

employ centralized planning with decentralized execution of operations. Certain CO functions, particularly global defense, lend themselves to centralized execution to meet multiple, near-instantaneous requirements for response. MAGTF planners must request HHQ the authority to conduct CO from HHQ with enough lead time for implementation. For a more detailed explanation of CO operations see JP 3-12 (R) *Cyberspace Operations*.

See JP 1 for more information of US command authorities.

JOINT FORCE COMMANDS

Marine Corps Forces will always conduct operations under the authority of a joint force commander. Joint forces operate at three levels: unified CCMDs, subordinate unified commands, and JTFs. To simplify discussion concepts, this publication will use the term JFC to denote any of these three types of commander.

In operations, Marine forces are usually TACON to the JFC and OPCON to the Marine service component. Marine Corps commanders prefer a TACON relationship when assigned or attached to a JFC or functional component commander to preserve organizational integrity of the MAGTF.

See JP 3-33, *Joint Task Force Headquarters* or more information on organizing Joint Forces.

Combatant Commands

Geographic Combatant Commands. Geographic combatant commands provide the vital link between national security policy and strategy and the military forces or subordinate JFCs that conduct military operations within their AORs. Geographic combatant commanders (GCCs) retain responsibility for a large geographical area and for effective coordination of operations within that area. Directives flow from the President and SecDef through the CJCS to the GCCs to plan and conduct the operations that achieve national or multinational strategic objectives. The six geographic combatant commands are:

- United States Indo-Pacific Command (USINDOPACOM)
- United States European Command (USEUCOM)
- United States Central Command (USCENTCOM)
- United States Northern Command (USNORTHCOM)
- United States Southern Command (USSOUTHCOM)
- United States Africa Command (USAFRICOM)

Functional Combatant Commands. Functional combatant commands provide support to, and may receive support from, geographic combatant commands and other functional combatant commands as directed by higher authority. Functional combatant commands maintain

responsibility for a large functional area requiring single responsibility for effective coordination of global operations. The four functional combatant commands are:

- United States Transportation Command (USTRANSCOM)
- United States Special Operations Command (USSOCOM)
- United States Strategic Command (USSTRATCOM)
- United States Cyber Command (USCYBERCOM)

Subunified Commands

When authorized by SecDef through the CJCS, commanders of unified CCMDs may establish subordinate unified commands (also called subunified commands) to conduct operations on a continuing basis in accordance with the criteria set forth for unified CCMDs. A subordinate unified command (e.g., United States Forces Korea, United States Forces Japan) may be established on a geographical area or functional basis. Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified CCMDs and exercise OPCON of assigned commands and forces and normally over attached forces within the assigned joint operations area or functional area. The commanders of components or Service forces of subordinate unified commands have responsibilities and missions similar to those for component commanders within a unified CCMD. The Service component or Service force commanders of a subordinate unified command normally will communicate directly with the commanders of the Service component command of the unified CCMD on Service-specific matters and inform the commander of the subordinate unified command as that commander directs. Examples of subunified commands are: United States Forces, Korea and joint special operations command. For a more detailed explanation see JP 1.

Joint Task Force

A joint force consists of significant elements, assigned or attached, of two or more MILDEPs operating under a single JFC. Joint operations generally describe military actions conducted by joint forces and those service forces in specified command relationships with each other. Reasons for establishing a JTF include when a mission requires achieving a specific limited objective not requiring overall centralized control of logistics. The mission assigned to a JTF requires execution of responsibilities involving a joint force on a significant scale and close integration of effort or requires coordination within a subordinate area or local defense of a subordinate area. The JTF establishing authority designates the commander, assigns the mission, designates forces, and delegates command authorities. The JTF is responsible for establishing the proper employment of assigned and attached forces, accomplishing operational missions, and conducting joint training of assigned forces.

Organizing Joint Forces

Functional and Service Components. The JFC establishes command relationships between subordinate commanders often by establishing functional or Service components. Functional components examples include a land, maritime, air, or special operation forces component. Service Components include Army, Marine Corps, Navy, and Air Force components. Frequently, joint forces are organized with a combination of service and functional component commands with operational responsibilities. A MAGTF commander's understanding of the basic

geographical and functional combatant command architecture coupled with its relationship to the Marine component supports the successful employment of the MAGTF's unique operational capabilities. (See Figure 4-1).

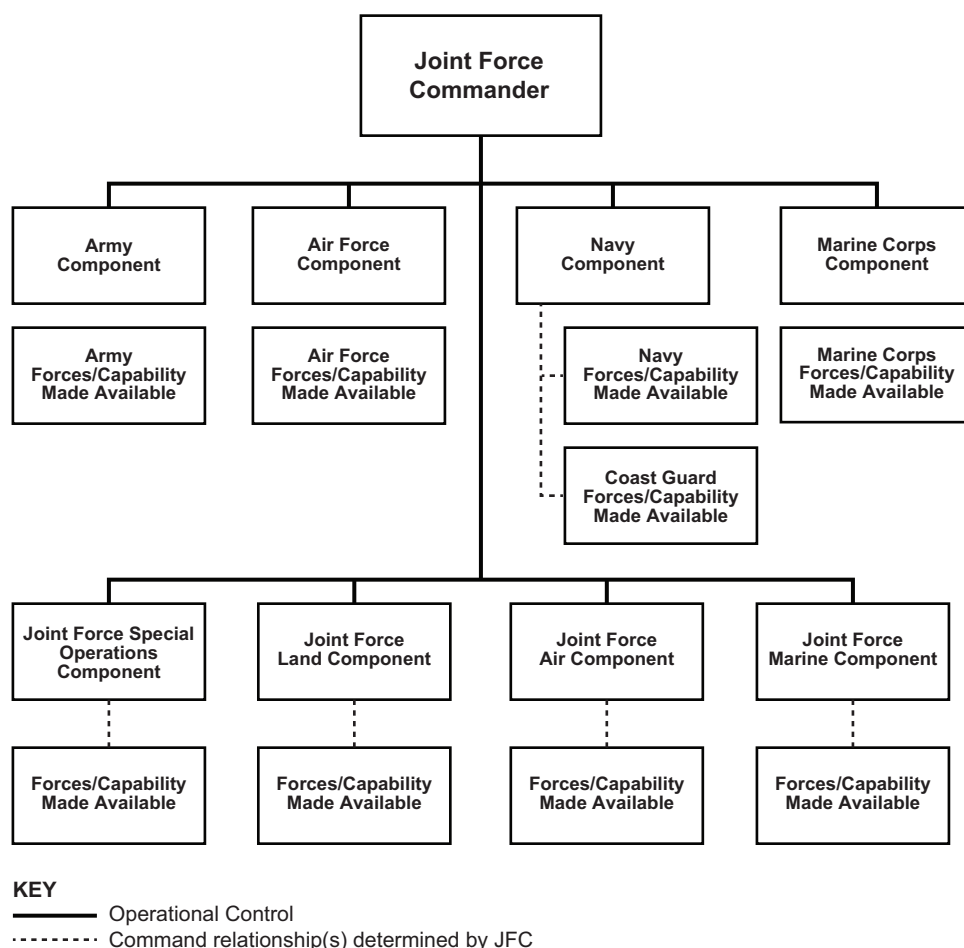


Figure 4-1. Possible Components in a Joint Force.

The JFC defines the authority, command relationships, and responsibilities of the service and functional component commanders; however, the JFC must consider service responsibilities (i.e., administrative and logistics) of the components. JFCs should allow service tactical and operational assets and groupings to function generally as designed and organized (e.g., carrier strike group; MAGTF; US Air Force air and space expeditionary task forces; US Army corps, divisions, brigade combat teams; and special operations JTF). The intent meets the needs of the JFC while maintaining the tactical and operational integrity of the Service organizations. Marine Corps commanders prefer a TACON relationship when assigned or attached to a JFC or functional component commander to preserve the organizational integrity of the MAGTF. This is particularly important regarding the JP 1 policy that indicates the MAGTF commander will retain OPCON of organic air assets while providing excess sorties to the joint force air component commander in addition to sorties for air defense, long-range interdiction, and long-range reconnaissance.

Marine Corps Components. When a JFC elects to assign or attached Marine forces to a Marine component command, they normally exercise OPCON. Exercising OPCON of Marine Corps forces allows the Marine Corps component commander to advise the JFC on how to best employ Marine forces and take full advantage of established lines of command, SOPs, and maintain its designed MAGTF organization. The Marine Corps component commander retains and exercises responsibility for Marine Corps logistic support, regardless of JFC organization, except when service support agreements or that JFC alters this responsibility. Additionally, the Marine component plays a large role in reconstitution efforts during MPF operations. For a comprehensive explanation of Marine service component and MPF responsibilities see Marine Corps Warfighting Publication 7-10 *Marine Corps Componentency* and Marine Corps Tactical Publication 13-10D, *Maritime Prepositioning Force Operations*.

MAGTF COMMAND AND SUPPORT RELATIONSHIPS

Marine forces normally employ forces as MAGTFs; however, planners may recommend employing forces as non-standard formations (other than MAGTF; detachments etc.). The C2 concepts expressed in this publication apply to both. The command and support relationships for Marine forces within a MAGTF fall completely under the purview of the commander. The MAGTF commander exercises the authority to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, training, and logistics necessary to accomplish the mission. The AC/S G-3 develops MAGTF command and support relationships for approval by the commander. The commander should provide a vision for these relationships while articulating their operational approach during the Problem Framing step of the MCPP.

MAGTF command relationship considerations include the following:

- Use COCOM, OPCON, TACON to describe relationships within a joint force construct.
- Use Command or Support to describe relationships for Marine units within a MAGTF.
- Use TACON to describe the relationship between a Marine unit and a JFC or other Service to prevent JFCs or other Services from reorganizing Marine units.
- Forward deployed forces may have either an OPCON or ADCON relationship to the MARFOR.
- Use TACON to describe the relationship between other countries or Services to a MAGTF.

Command

Command comprises the authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. A MAGTF commander retains responsibility for everything a unit does or fails to do. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces to accomplish assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. The commander cannot delegate responsibility or any part of it although they may delegate portions of this authority.

Although joint and multinational operations often use the terms OPCON and TACON, these terms are not used to describe relationships between Marine units within the MAGTF. Command is the appropriate term to describe the relationship between Marine units that are part of a Marine Force regardless of whether they are organic or attached. When attaching other services or combined units, a MAGTF commander will exercise OPCON, TACON, or another coalition/multinational command relationship defined in the OPORD.

Organic means “assigned to and forming an essential part of a military organization as listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the operating forces for the Navy.” (*DoD Dictionary of Military and Associated Terms*).

An attached unit falls under the command of the unit to which attached. Unless the attachment orders state limitations, attachment encompasses all command responsibilities to include logistics, administration, training, and operations. For example, a tank battalion may attach to an infantry regiment. Attached units may further attach to subordinate units. Units of like size generally do not attach to each other. For example, an infantry regimental commander could further attach elements of the tank battalion to subordinate battalions.

Support

Support relationships occur when one element or unit of the MAGTF provides a required capability to another element. Joint doctrine defines four categories of support; however, Marine forces typically only employ DS and GS. Joint and Marine forces define and use terms in like manner. The senior Marine commander tailors each support relationship to fit the situation at hand. A support relationship allows required support provided by one MAGTF element to another without the need to change existing command relationships. The commander should issue an order that includes the purpose of the support relationship, desired outcome, and the scope of expected action. At a minimum, the senior Marine commander specifies the time, place, level, and duration of the supporting effort. These relationships do not imply tactical missions or techniques of employment. See examples of each support relationship listed below:

- DS. An engineer company (supporting unit) assigned a DS mission to an infantry regiment (supported unit) must:
 - ♦ Report directly to the commander of the supported unit and provide liaison personnel if required.
 - ♦ Respond to the supported unit’s priority of work and priority of effort tasks within the supported unit’s zone of action or sector of defense.
 - ♦ Establish direct communications between the supporting and supported unit.
 - ♦ Answer requests for engineering support in priority from the supported unit, own engineer platoons, or higher engineer headquarters.
- GS. A combat logistic regiment with a GS mission responds to the logistics combat element request in priority from:
 - ♦ CSS HHQ.
 - ♦ Supported unit.
 - ♦ Organic subordinate unit.
 - ♦ Establishes liaison with supported units.

NAVY AND MARINE CORPS COMMAND SUPPORT RELATIONSHIPS

The command relationships established among the Navy and Marine Corps commanders and other designated commanders of the amphibious force and MPF denote important decisions. The common superior commander or establishing authority selects the amphibious and MPF C2 relationship articulated in the initiating directive (ID) based on the mission, nature, and duration of the operation, force capabilities, C2 capabilities, operational environment, and recommendations from subordinate commanders. The establishing authority will issue a subsequent establishing directive in amphibious operations when the ID articulates the supported/supporting command relationship.

For a comprehensive explanation of amphibious/MPF operations, see JP 3-02 *Amphibious Operations* and Marine Corps Tactical Publication 13-10D.

Initiating Directive

Amphibious and MPF operations commence with the promulgation of an ID. The primary purpose of an ID is to articulate the forces' C2 architecture along with the establishing authority's mission, intent, and CONOPS. For amphibious operations, the directive is issued by the commander with establishing authority to the amphibious force commanders; commander, amphibious force (CAF), commander, amphibious task force [Navy] (CATF), and commander, landing force [Marine] (CLF). The JFC delegated with overall responsibility for the operation acts as the establishing authority for either an amphibious or MPF operation. In MPF operations, the MAGTF commander and the designated commander, maritime prepositioning force (CMPF) will receive the ID. The ID may come in the form of a warning order, alert order, planning order, or OPOD and typically provides the following information:

- The establishing authority's mission, intent, and CONOPS.
- Designation of required commanders, establishment of their command relationships, and provision of special instructions as required to support the amphibious force/CMPF organization and mission.

Amphibious Operations

Amphibious operations involve a joint force effort. The CAF serves as the officer in overall command of an amphibious operation. The CATF and CLF serve as subordinate commanders to the CAF. The Navy designates CATF in the ID as the commander of the amphibious task force. The ID designates the CLF as the commander (usually a Marine) of the LF for an amphibious operation. During operations, we can refer to amphibious commanders by either their operational command titles (e.g., amphibious squadron and Marine expeditionary unit commanders) or assigned task force designators (e.g., Commander, Task Force 62.1).

The JFC may remain the common superior to the CATF and CLF, thereby directly performing the role as the CAF. The JFC may also delegate this responsibility to a subordinate commander. Depending upon the purpose and scope of the mission, designated subordinate commanders may include the CAF, the JFMCC, commander of a naval task force or group under the JFMCC, or MAGTF commander.

The CATF and CLF will identify the events and conditions for any shifts of the support relationship throughout the operation, ideally during the planning phase, and forward them to the establishing authority for approval. See Figure 4-2 below for examples of when the relationship might shift between commanders.

Mission	Supported Commander
Assault	CATF, then CLF
Raid with coastal threat	CATF, then CLF, then CATF
Inland raid with no coastal threat	CLF
Demonstration	CATF
Withdrawal	CLF, then CATF
Foreign humanitarian assistance	CATF or CLF
<i>Note:</i> Actual supported-supporting commanders will be designated by the establishing authority based on the specific mission requirements.	
LEGEND	
CATF commander, amphibious task force CLF commander, landing force	

Figure 4-2. Examples of shift in CATF/CLF Support Relationships

Establishing Directive

An establishing directive becomes essential whenever the amphibious force uses the support command relationship. Support denotes command authority in amphibious operations. This relationship becomes appropriate when one organization should aid, protect, complement, or sustain another force. The designation of the supported and supporting role of the amphibious force commanders conveys priorities to the commanders and staffs planning or executing the operation.

The CATF and CLF will develop a draft establishing directive to provide the specifics of the support relationship and submit it to the establishing authority for approval. The CATF and CLF normally issue the establishing directive to specify the purpose of the support relationship, the effect desired, and the scope of the desired action. It may also include the following:

- Forces and other resources allocated to the supporting effort.
- Time, place, level, and duration of the supporting effort.
- Relative priority of the supporting effort.
- Authority, if any, of the supporting commander(s) to modify the supporting effort in the event of an exceptional opportunity or an emergency.
- Degree of authority granted to the supported commander over the supporting effort.
- FP responsibilities afloat and ashore.

Maritime Prepositioning Force Relationships

As stated previously, the establishing authority designates command relationships between the MAGTF commander and CMPF through an ID. The command relationship established between the MAGTF commander and CMPF should provide for unity of effort, simplicity, and flexibility. While the establishing authority normally retains OPCON or TACON of subordinate forces, the

relationship between the CMPF and MAGTF commander normally becomes TACON or a supported/supporting relationship.

While a supported/supporting relationship provides a viable command authority, the establishing authority must make clear in the ID the requirements for support, who is supporting whom, and the parameters for transitioning this command relationship. The ID should also include the following command relationship guidance:

- Forces and other resources allocated to the supporting effort.
- Time, place, level, and duration of the supporting effort.
- Relative priority of the supporting effort.
- The authority, if any, of the supporting commander to modify the supporting effort in the event of exceptional opportunity or an emergency.
- Degree of authority granted to the supported commander over the supporting effort.

Marine Expeditionary Unit

Marine Corps Order (MCO) 3120.12, *Policy for Marine Expeditionary Units* prescribes the following command relationships: Prior to deployment, the MEF commander exercises full command of the organic Marine expeditionary unit. The GCC delineates command relationships of the MEUs once embarked. Per JP 3-02, “While the full range of command relationship options . . . are available in amphibious operations, service component commanders normally retain OPCON of their respective forces. If the JFC organizes along functional lines, functional component commanders will normally exercise OPCON over their parent Services’ forces and TACON over other Services’ forces attached or made available for tasking.”

CHAPTER 5.

COMBATANT COMMAND WORKFORCE AND PARTNER RELATIONSHIPS

Perhaps for the first time in your career you will work in an intergovernmental environment, that includes representatives from all the Services, the National Guard, US Government civilians, US Agencies, and multinational partner organizations. A basic understanding of the different organizational missions and cultures can help you begin to establish good working partnerships with the representatives serving in your command.

UNITED STATES AGENCY PARTNERS

Department of Defense Combat Support Agencies

A combat support agency (CSA) is a DOD agency, so designated by Congress or the SecDef that supports military combat operations. CSAs designated under section 193 of Title 10 United States Code fulfill combat support or CSS functions for joint operating forces across the range of military operations, and in support of CDRs executing military operations. CSAs perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance.

The combat support mission of a CSA is that portion of its mission involving support for operating forces engaged in planning for or conducting military operations. This includes support during conflict or in the conduct of other military activities related to countering threats to US national security. This mission focuses on providing support to echelons at the combatant command level and below and may not encompass the full scope of the CSA's mission.

A CSA shall provide and plan for the optimum support capabilities attainable within existing and programmed resources to the operational commanders, within the parameters of the CSA's statutory responsibilities and its chartering DOD Directive. CSAs shall interpret US Government and departmental regulations to facilitate the execution of their combat support or CSS mission. For these purposes, CSAs shall participate fully in the Joint Strategic Planning System and the JOPES to define current joint warfighting capability needs and utilize the Joint Capabilities Integration and Development System to define and validate future joint warfighting capability needs.

The following is an overview of the current CSAs:

- Defense Contract Management Agency (DCMA)
- Defense Information Systems Agency (DISA)
- Defense Intelligence Agency (DIA)
- Defense Logistics Agency (DLA)
- Defense Threat Reduction Agency (DTRA)
- National Geospatial-Intelligence Agency (NGA)
- National Security Agency/Central Security Service (NSA/CSS)

Defense Contract Management Agency. DCMA is the DOD component that works directly with Defense suppliers to help ensure that DOD, federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements. DCMA directly contributes to the military readiness of the United States and its allies and helps preserve the nation's freedom. The DCMA mission is to provide Contract Administration Services to the DOD Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter, on time and on cost. DCMA professionals serve as "information brokers" and in-plant representatives for military, federal, and allied government buying agencies—both during the initial stages of the acquisition cycle and throughout the life of the resulting contracts.

Defense Information Systems Agency. DISA provides real-time Information Technology (IT) and communications support to the president, vice president, SecDef, the Military Services, and the CCMDs. The goal of DISA is to ensure that warfighters can plug into the network and access and share the information they need, anytime, anywhere. DISA is dedicated to delivering the power of information as quickly as possible. A warfighter's ability to leverage the right information at the right time is the difference between mission success and mission failure.

Defense Intelligence Agency. The DIA mission is to provide timely, objective, and cogent military intelligence to warfighters, defense planners, and defense and national security policymakers. DIA consists of more than 16,500 military and civilian employees worldwide and is a major producer and manager of foreign military intelligence. The Director of DIA is a three-star military officer who serves as the principal adviser to the SecDef and to the CJCS on matters of military intelligence. The Director also chairs the Military Intelligence Board, which coordinates activities of the defense intelligence community. DIA possesses a diverse workforce skilled in the areas of military history and doctrine, economics, physics, chemistry, world history, political science, bio-sciences, and computer sciences to name a few.

DIA satisfies the military and military-related IRs of the secretary and deputy SecDef, the CJCS, and the Director of National Intelligence, and provides the military intelligence contribution to national foreign intelligence and CI. DIA plans, manages, and executes intelligence operations during peacetime, crisis, and war. DIA serves as the DOD lead for coordinating intelligence support to meet combatant command requirements; leads efforts to align analysis, collection, and ISR activities with all operations; and links and synchronizes military, defense, and national intelligence capabilities.

Defense Logistics Agency. The DLA provides supply support and technical and logistics services to the Army, Air Force, Navy and Marine Corps, and several federal agencies. Headquartered at Fort Belvoir, Va., the agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness, or day-to-day operations inside DOD.

DLA is the largest DOD CSA with 23,000 employees. It supplies the nation's military services and several civilian agencies with the critical resources needed to accomplish their worldwide missions. DLA provides wide-ranging logistical support for peacetime and wartime operations, as well as emergency preparedness and humanitarian missions. DLA supplies almost every consumable item America's military services need to operate from meals to jet fuel. In short, if America's forces can eat it, wear it, drive it, or burn it, chances are that DLA helps provide it. DLA also helps dispose of materiel and equipment that is no longer needed.

Defense Threat Reduction Agency. The DTRA mission is to safeguard America and its allies from WMD (CBRN) and high yield explosives by providing capabilities to reduce, eliminate and counter the threat, and mitigate its effects.

DTRA is the US DOD's official Combat Support Agency for countering WMD. Its people are Subject Matter Experts on WMD, and the agency addresses the entire spectrum of CBRN and high yield explosive threats. DTRA's programs include basic science research and development, operational support to US warfighters on the front line, and an in-house WMD think tank that aims to anticipate and mitigate future threats long before they have a chance to harm the United States and our allies. United States Strategic Command Center for Combating WMD (SCC-WMD) synchronizes combating WMD efforts across the military's geographic commands and leverages the people, programs, and interagency relationships of DTRA at a strategic level. DTRA works with the military services, other elements of the US Government, and countries across the planet on counter proliferation, nonproliferation, and WMD reduction issues with one goal in mind: Making the World Safer.

Since DTRA stood up in October 1998 and SCC-WMD in August 2005, the DOD and other federal agencies have increasingly looked to both for support and advice. Both organizations' responsibilities span the full range of activities necessary to combat and respond to WMD proliferation and use. At home and abroad, DTRA and SCC-WMD deliver mission success against a very real and growing threat.

National Geospatial-Intelligence Agency. The mission of NGA is to provide timely, relevant, and accurate GEOINT in support of National Security. The NGA is one of sixteen agencies operating under the Office of the Director of National Intelligence. NGA serves as the functional manager for the National System for Geospatial Intelligence. As such, NGA is responsible to both the Director of National Intelligence and the SecDef.

GEOINT consists of imagery, imagery intelligence, and geospatial information. NGA pursues exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. NGA provides analytical support to its mission partners at the CCMDs, Services, other agencies, as well as international partners through embedded NGA Support Teams.

National Security Agency/Central Security Service (NSA/CSS). The NSA/CSS core missions are to protect US national security systems and to produce foreign SIGINT information. NSA/CSS is charged by Executive Order 12333 to—

- Collect (including through clandestine means), process, analyze, produce, and disseminate SIGINT information and data for foreign intelligence and CI purposes to support national and departmental missions.
- Act as the National Manager for National Security Systems as established in law and policy, and in this capacity be responsible to the SecDef and to the Director, National Intelligence.
- Prescribe security regulations covering operating practices, including the transmission, handling, and distribution of SIGINT and communications security material within and among the elements under control of the Director of the National Security Agency, and exercise the necessary supervisory control to ensure compliance with the regulations.

Interagency Partners

The DOD defines the term *interagency* as US Government agencies and departments, including the DOD. Whereas *interagency coordination*, within the context of DOD involvement, is the coordination that occurs between elements of DOD and engaged US Government agencies for the purpose of achieving an objective.

FEDERAL EXECUTIVE BRANCH – EXECUTIVE DEPARTMENTS

The following executive departments are the components of the Federal Executive Branch:

- Department of Agriculture (USDA)
- Department of Commerce (DOC)
- Department of Defense (DOD)
- Department of Education (ED)
- Department of Energy (DOE)
- Department of Health and Human Services (HHS)
- Department of Homeland Security (DHS)
- Department of Housing and Urban Development (HUD)
- Department of Justice (DOJ)
- Department of Labor (DOL)
- Department of State (DOS)
- Department of the Interior (DOI)
- Department of the Treasury (Treasury)
- Department of Transportation (DOT)
- Department of Veterans Affairs (VA)

A CCMD most commonly works with the following executive departments, missions, and type of command (geographical or functional) may determine which agencies send representatives to work on site.

Department of Commerce

The historic mission of the DOC is "to foster, promote, and develop the foreign and domestic commerce" of the United States. This has evolved, as a result of legislative and administrative additions, to encompass broadly the responsibility to foster, serve, and promote the Nation's economic development and technological advancement. The DOC fulfills this mission by:

- Participating with other Government agencies in the creation of national policy, through the president's Cabinet and its subdivisions.
- Promoting and assisting international trade.
- Strengthening the international economic position of the United States.
- Promoting progressive domestic business policies and growth.
- Improving comprehension and uses of the physical environment and its oceanic life.
- Ensuring effective use and growth of the Nation's scientific and technical resources.
- Acquiring, analyzing, and disseminating information regarding the Nation and the economy to help achieve increased social and economic benefit.
- Assisting states, communities, and individuals with economic progress.

The specific functions and programs of the Department that make up the broad activities listed above are authorized by the Department's organic statute (Act of February 14, 1903, 32 Stat. 825) or by other legislation. They also include responsibilities transferred from other US Government agencies by Presidential Reorganization Plans and responsibilities assigned to the Secretary of Commerce or the Department by Executive Order or other actions of the president.

Department of Defense

The DOD is responsible for providing the military forces needed to deter war and protect the security of the United States. The major elements of these forces are the Army, Navy, Air Force, and Marine Corps. Under the President of the United States, who is also Commander-in-Chief, the SecDef exercises authority, direction, and control over the Department, which includes the Office of the SecDef, the CJCS, three MILDEPs, nine Unified Combatant Commands, the DOD Inspector General, fifteen Defense Agencies, and seven DOD Field Activities.

The SecDef is the principal defense policy adviser to the president and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DOD, and for the execution of approved policy. Under the direction of the president, the Secretary exercises authority, direction, and control over the DOD. <http://www.defense.gov/> and <http://www.defenselink.mil/>

Department of Energy

The DOE's overarching mission is to advance the national, economic, and energy security of the United States; to promote scientific and technological innovation in support of that mission; and to

ensure the environmental cleanup of the national nuclear weapons complex. The DOE's strategic goals to achieve the mission are designed to deliver results along five strategic themes:

- *Energy Security*: Promoting US energy security through reliable, clean, and affordable energy.
- *Nuclear Security*: Ensuring US nuclear security.
- *Scientific Discovery and Innovation*: Strengthening US scientific discovery, economic competitiveness, and improving quality of life through innovations in science and technology.
- *Environmental Responsibility*: Protecting the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production.
- *Management excellence*. Enable the mission through sound management.
 - <http://www.energy.gov/>

Department of Homeland Security

The DHS leverages resources within federal, state, and local governments coordinating the transition of multiple agencies and programs into a single, integrated agency focused on protecting the American people and their homeland. More than 87,000 different governmental jurisdictions at the federal, state, and local level have homeland security responsibilities. The comprehensive national strategy seeks to develop a complementary system connecting all levels of government without duplicating effort. Homeland security is truly a national mission. The Office of the Secretary of Homeland Security oversees activities with other federal, state, local, and private entities as part of a collaborative effort to strengthen our borders, provide for intelligence analysis and infrastructure protection, improve the use of science and technology to counter WMDs, and to create a comprehensive response and recovery system.

The United States Coast Guard is a military, multi-mission, maritime service within the DHS and one of the nation's five armed services. Its core roles are to protect the public, the environment, and US economic and security interests in any maritime region where those interests may be at risk, including international waters and America's coasts, ports, and inland waterways. <http://www.dhs.gov/index.shtm>

Department of Justice

The mission of the DOJ is to enforce the law and defend the interests of the US according to the law, to ensure public safety against threats foreign and domestic, to provide federal leadership in preventing and controlling crime, to seek just punishment for those guilty of unlawful behavior, and to ensure fair and impartial administration of justice for all Americans.

The Judiciary Act of 1789 created the Office of the Attorney General which evolved over the years into the head of the DOJ and chief law enforcement officer of the federal government. The Attorney General represents the US in legal matters generally and gives advice and opinions to the president and to the heads of the executive departments of the government when so requested. In matters of exceptional gravity or importance the Attorney General appears in person before the Supreme Court. Since the 1870 Act that established the DOJ as an executive department of the US Government, the Attorney General has guided the world's largest law office and the central agency for enforcement of federal laws.

The Attorney General presides over the department and its broad array of divisions and agencies that include the Bureau of Alcohol, Tobacco, Firearms and Explosives, National Drug Intelligence Center, Drug Enforcement Administration (DEA), National Security Division, and Federal Bureau of Investigation.

Department of State

The Executive Branch and the US Congress have constitutional responsibilities for US foreign policy. Within the Executive Branch, the Department of State (DOS) is the lead US foreign affairs agency. Its head, the Secretary of State, is the President's principal foreign policy adviser, although other officials or individuals may also exert significant influence on foreign policy decisions. The DOS advances US objectives and interests in the world through its primary role in developing and implementing the President's foreign policy. The DOS also has primary responsibility for communication with, services to, and support of American citizens living overseas. The department supports the foreign affairs activities of other US Government entities including the DOC, the US Department of Agriculture, and the US Agency for International Development (USAID) – which reports to the Secretary of State. It also provides an array of important services to foreigners seeking to visit, study or work in, or immigrate to the US.

The DOS is the lead US agency in certain international actions, including determining citizenship of US passport applicants, determining initial admissibility of foreign citizens to the United States (although DHS makes the final determination at ports of entry), managing American citizen evacuations, and implementing foreign consequence management operations. The DOS also works closely with USAID in planning and executing international disaster assistance responses. All foreign affairs activities - US representation abroad, foreign assistance programs, countering international crime, foreign military training programs, the services the department provides, and more are paid for by the foreign affairs budget, which represents little more than 1% of the total federal budget. The purposes of the DOS include:

- Protecting and assisting US citizens living or traveling abroad.
- Assisting US businesses in the international marketplace.
- Coordinating and providing support for international activities of other US agencies (local, state, or federal government), official visits overseas and at home, and other diplomatic efforts.
- Keeping the public informed about US foreign policy and relations with other countries and providing feedback from the public to administration officials.
- Providing vehicle registration in the United States for foreign non-diplomatic staff vehicles and the vehicles of diplomats of foreign countries having diplomatic immunity in the United States.

The DOS conducts these activities with a civilian workforce composed of Civil Service and Foreign Service employees. Foreign Service Officers are duly commissioned officers, appointed by the President with the advice and consent of the Senate. United States Foreign Service employees, including Foreign Service Officers and Foreign Service Specialists, are assigned to diplomatic, consular, and multilateral missions abroad to represent America; analyze and provide support on political, economic, and social trends; provide outreach and information about American culture and US policy in host countries; adjudicate visas; manage property, human resources, and US Government assets in foreign countries; and respond to the needs of American citizens abroad. The US maintains diplomatic relations with over 190 countries and maintains

relations with many international organizations, adding up to a total of more than 250 posts around the world. In the United States, about 5,000 professional, technical, and administrative employees work at compiling and analyzing reports from overseas, providing logistical support to posts, communicating with the American public, formulating and overseeing the budget, issuing passports and travel warnings, and more.

In carrying out these responsibilities the DOS works in close coordination with other federal agencies including the DOD, Treasury, and DOC. As required by the principle of checks and balances, the department also consults with congress about foreign policy initiatives and policies. The increasing importance of interagency collaboration dictates close cooperation and communication between the Department of State and DOD, in particular. The presence of Foreign Service Officers in CCMDs helps facilitate two-way communication, improving the military's reach into US Embassies and missions in the AOR as well as ensuring that foreign policy and State Department equities are reflected in military planning and activities. <http://www.state.gov/>

Department of the Treasury

The Treasury's mission is to serve the American people and strengthen national security by managing the US Government's finances effectively, promoting economic growth and stability, and ensuring the safety, soundness, and security of the US and international financial systems. The mission highlights Treasury's role as the steward of US economic and financial systems and as an influential participant in the global economy.

The Treasury Department is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. The department is responsible for a wide range of activities such as advising the president on economic and financial issues, encouraging sustainable economic growth, and fostering improved governance in financial institutions. Treasury operates and maintains systems critical to the nation's financial infrastructure, such as the production of coin and currency, the disbursement of payments to the American public, revenue collection, and the borrowing of funds necessary to run the federal government. The department works with other federal agencies, foreign governments, and international financial institutions to encourage global economic growth, raise standards of living, and to the extent possible, predict and prevent economic and financial crises. Treasury also performs a critical and far-reaching role in enhancing national security by implementing economic sanctions against foreign threats to the US, identifying and targeting the financial support networks of national security threats, and improving the safeguards of our financial systems.

Department of Transportation (DOT)

The mission of the DOT is to serve the US by ensuring a fast, safe, efficient, accessible, and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.

The Secretary of Transportation is the principal adviser to the president in all matters relating to federal transportation programs. The Secretary is assisted by the Deputy Secretary in this role. The Office of the Secretary (OST) oversees the formulation of national transportation policy and promotes intermodal transportation. Other responsibilities range from negotiation and implementation of international transportation agreements, assuring the fitness of US airlines,

enforcing airline consumer protection regulations, issuance of regulations to prevent alcohol and illegal drug misuse in transportation systems, and preparing transportation legislation.

Key DOT agencies include the Federal Aviation Administration, Surface Transportation Board, Federal Transit Administration, Maritime Administration, and the National Highway Traffic Safety Administration. <http://www.dot.gov/new/index.htm>

INDEPENDENT GOVERNMENT AGENCIES AND GOVERNMENT CORPORATIONS

Congress creates independent establishments to address concerns that go beyond the scope of ordinary legislation. An independent government agency is an agency of the United States Government created by an act of Congress that operates independently of the executive departments. A wholly owned government corporation is a corporate entity established by Congress where the government holds all equity. The Government Corporation Control Act of 1945 lists 14 wholly owned government corporations. The Act does not serve as a general incorporation law; each of these corporations has their own enabling legislation that stipulates its powers. These agencies are responsible for keeping the government and economy running smoothly. The following are some of the more commonly known independent government agencies and government corporations:

- Central Intelligence Agency (CIA)
- Environmental Protection Agency (EPA)
- Federal Communication Commission (FCC)
- Federal Trade Commission (FTC)
- General Services Administration (GSA)
- National Aeronautics and Space Administration (NASA)
- National Science Foundation (NSF)
- National Transportation Safety Board (NTSB)
- Office of the National Counterintelligence Executive (ONCIX)
- Selective Service System (SSS)
- US Trade and Development Agency (USTDA)
- United States Agency for International Development (USAID)
- United States International Trade Commission (USITC)
- DODD 5105.21, Defense Intelligence Agency (DIA)
- DODD 5105.22, Defense Logistics Agency (DLA)
- DODD 5105.62, Defense Threat Reduction Agency (DTRA)
- DODD 5105.64, Defense Contract Management Agency (DCMA)

THE NATIONAL GUARD

The National Guard (NG) is the organized militia reserved to the states by the Constitution of the United States under Article 1, Section 8. In 1903, Congress officially designated the organized militia as the NG and established procedures for training and equipping the Guard to active duty military standards. The NG has two branches, the Army National Guard and the Air National Guard.

The NG has a unique dual mission that consists of both Federal and State roles: in peacetime, the governor of each respective state or territory commands the NG; when ordered to active duty for mobilization or called into federal service for emergencies, units of the Guard fall under the control of the appropriate service secretary. The NGB provides the channel of communications between the Department of the Army and Department of the Air Force and the States on all matters pertaining to the NG, the Army National Guard of the United States, and the Air National Guard of the United States.

MULTINATIONAL PARTNERS

Multinational operations are usually undertaken within the structure of a coalition or alliance. An alliance is a relationship that results from a formal agreement (e.g., treaty) between two or more nations for broad, long-term objectives that further the common interests of the members. A coalition is an ad hoc arrangement between two or more nations for common action. Coalitions are formed by different nations with different objectives, usually for a single occasion or for longer cooperation in a narrow sector of common interest.

Nations form partnerships in both regional and worldwide patterns as they seek opportunities to promote their mutual national interests, ensure mutual security against real and perceived threats, conduct foreign humanitarian assistance operations, and engage in peace operations. Cultural, diplomatic, religious, psychological, economic, technological, and informational factors all influence and impact multinational operations and participation.

Guidelines for working with multinational partners include the following:

- *Respect.* Partners must be included in the planning process and their opinions must be sought in mission assignment. Understanding, consideration, and acceptance of partner ideas are essential to effective communication as are respect for each partner's culture, religion, customs, history, and values
- *Rapport.* US commanders and staffs should establish rapport with their counterparts from partner countries, as well as the multinational force commander (MNFC).
- *Knowledge of Partners.* Much time and effort must be expended in learning about the enemy; a similar effort is required to understand the doctrine, capabilities, strategic goals, culture, religion, customs, history, and values of each partner. This effort will ensure the effective integration of multinational forces (MNF) partners into the operation and enhance the synergistic effect of the coalition forces.

- *Patience.* Effective partnerships take time and attention to develop. Diligent pursuit of a trusting, mutually beneficial relationship with multinational partners requires untiring, evenhanded patience. This is easier to accomplish within alliances but is equally necessary regarding prospective coalition partners.

Action officer considerations include the following:

- *Determine existing relationships with countries in your AOR*—Check with J5 country desks (if applicable).
- *Foreign Clearance Guide (FCG)* (<https://www.fcg.pentagon.mil/>)—Website provides information on various countries.
- *Work with Foreign Disclosure Office*—Knows level of clearance for each country.
- *Foreign Visit System (FVS)*—If hosting foreign visitors, ensure visitors submit a visit request in FVS. This is normally done through the embassy.
- *Understand related money issues*—AOs need to be aware of the legal issues that can surround foreign visitors regarding gifts and acceptance of meals. It is important to understand who will pay for what during the visit. It is critical that both the partners and the host/command know this up front so there are no surprises or embarrassments.
- *Planning/Coordination considerations*—Take into consideration:
 - ♦ Time Zones.
 - ♦ Cultural/Religious differences.
 - ♦ Language barriers.
 - ♦ Communication procedures (country codes, etc.)
 - ♦ Food aversions, holidays, etc.

APPENDIX A.

FORMAT FOR POSITION/DECISION PAPER

(Code)
(Date)

POSITION/DECISION PAPER

Subj: FORMAT FOR A POSITION/DECISION PAPER

1. Purpose. BLUF. Briefly state who the paper is for and why. For example, “Obtain CMC decision/establish Marine Corps position on subject.
2. Major Points. Briefly summarize major points to be made.
 - a. State each point in one sentence.
 - b. Major points should stand alone and not require amplification by subordinate points.
3. Discussion.
 - a. This format is used to examine issues/unresolved matters, courses of action for implementation/resolution; provide rationale to support a recommended position/decision the reader should take/make.
 - b. Tailor the discussion to needs and knowledge of the reader.
 - c. Write in short, clear, direct conversational style for the reader understands the key points and arrives at a logical conclusion. Use the active voice and avoid jargon; brevity is expected; identify all acronyms.
 - d. General format is not as important as content. Tailor the paper to fit the need. Sub paragraphs such as, “Participants”, “Facts”, “Opposing Views”, “Other Staff/Service Views”, “Fallback Position”, “Conclusion”, and others may be used.
 - e. Limit to one page unless issue is complex; do not exceed two pages. If greater detail is needed, attach tabs with supporting documents and address in content.
 - f. Include preparer and approving official at the bottom of the page per below. Minimum Colonel/GS-15 level approving officials required when going to CMC/ACMC.
4. Recommendation. The recommendation(s) must flow logically from major points and discussion. State in direct and positive language; provide a discussion grid to route through the chain to the decision making authority. Note. Recommendations affecting enlisted matters require SMMC review and comment; add SMMC in the grid immediately before DMCS

Prepared by: Grade and Name, Office Code, phone number
Approved by: Grade and Name, Office Code, phone number

CLASSIFICATION

A-1

APPENDIX B.

FORMAT FOR POINT PAPER

II MARINE EXPEDITIONARY BRIGADE
II MARINE EXPEDITIONARY FORCE
PSC BOX 20080
CAMP LEJEUNE, NC 28542-0080

Orig. Code
Date

POINT PAPER

To: Commanding General, or Deputy Commanding General, or Chief of Staff

Subj: THE SUBJECT MATTER IS INDICATED BRIEFLY BUT IN SUFFICIENT DETAIL TO FACILITATE FILING AND FUTURE REFERENCE

1. BACKGROUND. The background sets forth in concise terms what has gone on before; it provides answers to potential questions such as, "Is this an ongoing thing," or "Did something suddenly create this requirement?"

2. DISCUSSION

- a. The discussion is a concise narrative of all the salient points related to the topic under discussion.
- b. References that are used as a source are cited in the discussion.

3. RECOMMENDATION. Reduce recommendations to clear, concise statements that permit straightforward approval or disapproval by the approving authority.

Prepared by:

Approved by:

Rank, First/Last Name
Billet

Rank, First/Last Name
Billet

Derived From _____

Declassify On (if applicable – must be IAW existing classification standards) _____

APPENDIX C.

FORMAT FOR TALKING PAPER

CLASSIFICATION

Code/Office
Date

TALKING PAPER

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

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

(U) BACKGROUND

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

(U) DISCUSSION

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

(U) RECOMMENDATION

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

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

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

Classified by _____
Declassify on _____

CLASSIFICATION

APPENDIX D.

FORMAT FOR MEMORANDUM FOR THE RECORD

UNITED STATES MARINE CORPS
II MARINE EXPEDITIONARY BRIGADE
II MARINE EXPEDITIONARY FORCE
PSC BOX 20080
CAMP LEJEUNE, NC 28542-0080

Code/Office
DD MM YY

MEMORANDUM FOR THE RECORD

Subj: THE SUBJECT MATTER IS INDICATED BRIEFLY BUT IN SUFFICIENT DETAIL TO FACILITATE FILING AND FUTURE REFERENCE

1. Use a “Memorandum for the Record” (MFR) as an internal document to record information in the record that is not recorded elsewhere. Examples include results of meetings, telephone conversations, oral agreements, and other relevant information.
2. Type or handwrite these most informal memorandums. If it is only two or three lines, include it on the file copy of your document. Leave out the subject line if you add your MFR to the file copy.
3. A full “signature” block and identification symbols are not required. However, it should be dated, signed, and show the signatories’ organizational code.

I. M. RESPONSIBLE
OPS, AC/S G-2
LtCol USMC

APPENDIX E.

FORMAT FOR INFORMATION PAPER

CLASSIFICATION

(Code)

(Date)

INFORMATION PAPER

Subject: FORMAT FOR AN INFORMATION PAPER

1. Purpose. Why is the information being provided?

2. Key Points.

- Use these papers to convey information for the readers use in preparing for a meeting or briefing.
- Present facts and use clear, concise wording.
 - Tick and bullet format is preferred. Use key words and phrases.
 - General format is not as important as content.
- Tailor the paper to fit the need.
- Convey information the audience (usually a principle) would need to know if being introduced to the subject issue or meeting for the first time.
- Address objectives the reader or participants may have for the meeting.
 - Alert the reader to potential trouble areas.
 - Identify hidden agendas.
 - A length of one page is preferred. Two pages is the maximum.
- If meeting one-on-one with someone the reader does not know, attach a biographical sketch.

Prepared by: I. M. Motivator, Capt, USMC
Agency, Section, Phone Number

CLASSIFICATION

APPENDIX F.

FORMAT FOR TRIP REPORT

CLASSIFICATION

UNITED STATES MARINE CORPS
II MARINE EXPEDITIONARY BRIGADE
II MARINE EXPEDITIONARY FORCE
PSC BOX 20080
CAMP LEJEUNE, NC 28542-0080

SSIC
ORIG CODE
DD MMM YY

From: Rank FName MI LName, Billet, Process/Section
To: Commanding General, or Deputy Commanding General, or Chief of Staff
Via: Respective Staff Section (G-2, 3, 4 etc.)

Subj: TRIP REPORT; CAMP BONNY, NIGERIA

1. Background. (On DD MMM YY) (From DD MMM YY to DD MMM YY), G-9 personnel conducted a (site survey, conference attendance, assist visit, etc.) manpower assist visit to Camp Bonny, Nigeria.

a. Travelers: Rank Last Name, Billet, Organization
Rank Last Name, Billet, Organization

2. Purpose. To collect and discuss camp manning issues with Camp Commanding Officer and staff, in order to develop an improved manning document supporting mission requirements.

3. Points of Contact

Billet	Organization	Phone	E-mail
--------	--------------	-------	--------

4. Synopsis. The state of Camp Bonny's manpower assets is such that, although mission objectives are being accomplished, there will be a point where

5. Key events/discussion points/action required

a. Item: XXXXXXXX

Discussion:

Recommendation:

6. Remarks

I.M. RESPONSIBLE
Captain, USMC

Copy to: other relevant office codes/staff personnel

CLASSIFICATION

APPENDIX G.

FORMAT/SAMPLE NAVAL MESSAGE

GENADMIN MESSAGE EXAMPLE

MESSAGE CLASSIFIED FOR ILLUSTRATION PURPOSE ONLY

C O N F I D E N T I A L //N02300//
MSGID/GENADMIN/COMNAVCOMTELCOM//
SUBJ/DRAFTING GENADMIN MSGS (C)//
REF/A/MSG/DISA WASHINGTON DC/201311ZDEC96/-/NOTAL//
REF/B/DOC/JCS/01JUN96//
REF/C/TEL/CNO N61/21DEC96//
NARR/(U) REF A REQS ASSISTANCE DRAFTING GENADMIN MSG. REF B IS
ACP 121 US SUPP-1(F). REF C IS TELCON BETWEEN OPNAV/LT NORTON
AND COMNAVCOMTELCOM/MR. JOHNSON.//
POC/D. JOHNSON/GS-15/COMNAVCOMTELCOM/-/TEL: DSN 764-0814//
POC/TORRES/RMCS/COMNAVCOMTELCOM/-/TEL: DSN 764-0548/TEL: CML 202-764-
0548//
RMKS/1. (C)THE UNIQUE MESSAGE IDENTIFIER, GENADMIN, DISTINGUISHES
THIS MESSAGE FORMAT FROM ALL OTHER FORMATTED MESSAGES....ETC.//
DECL/X4//

MESSAGE CLASSIFIED FOR ILLUSTRATION PURPOSE ONLY

NOTES:

1. DECL/ set not used for unclassified messages
2. To reference the message above as a REF in a follow-on message:
- the message short title is GENADMIN, e.g.; - REF/A/GENADMIN/CNO N61/xxxxxxZxxx97//
3. When you reference other USMTFs, use the message ID type "short title" (MSGID) of the message, e.g., - REF/A/RRI/J6J/xxxxxxZxxx97//

APPENDIX H.

STAFF STUDY SAMPLE

CLASSIFICATION

Copy no. ___ of ___ copies
Originating section
Parent headquarters
Place of issue
Date/time of issue

(U) SUBJECT

Indicate briefly but in enough detail for filing and reference.

(U) INTRODUCTION

An introduction is not necessary but may be used to clarify an understanding of the problems or limit the scope. It should be brief and not include discussion material.

1. (U) Problem. State in concise and specific terms. A statement beginning with an infinitive is commonly used, but other forms of expression may be used.
2. (U) Assumptions. If there are no assumptions, so state. Assumptions are used to bridge gaps between known facts, and their use may be necessary to complete the problem solving process. Unnecessary assumptions are avoided, and care is taken to avoid substituting assumptions for ascertainable factors or for conclusions. An assumption is defined as a supposition regarding the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof to the contrary. They may be necessary to enable the commander, in the process of planning, to complete the estimate of the situation and make a decision on the COA.
3. (U) Facts Bearing on the Problem. Known and established facts having a direct bearing on the problem. These are stated concisely and the source shown; for example, (A/5p.6) indicates Annex A (Bibliography), 5th reference, page 6. They are indicated and numbered in the order of first appearance in the study. Page numbers are not shown in the bibliography.
4. (U) Discussion. Facts and assumptions and their implications are analyzed in this paragraph. The reasoning that leads to the conclusions and recommendations is set forth. This paragraph is a logical development of all pertinent aspects of the problem, including the formulation, analysis, and comparison of possible solutions and COAs. An essay-type statement of facts, assumptions, and their relation to the problem does not satisfy the requirements of this paragraph. If a detailed discussion is attached as an annex, then the discussion paragraph in the body of the study should be a summary of the annex. However, the discussion paragraph must contain enough information for understanding without reference to the annex. A statement "See annex B for detailed discussion." does not suffice.

Page number
CLASSIFICATION

CLASSIFICATION

Note: Note: Local variations and modifications to meet requirements are authorized.

5. (U) Conclusions. The reasoning set forth in the discussion culminates in conclusions that are presented here in concise form. Statements should begin with “That the . . .” Do not restate facts or assumptions; state solutions that are logically derived from the analysis in the discussion.

6. (U) Action Recommended. Recommendations are reduced to clear, concise statements permitting simple approval or disapproval by the approving authority. Normally recommendations begin with “That” or “It is recommended that” (list subparagraphs). If an implementing document is required, it should be attached with a recommendation for signature to implement and forward as necessary.

/s/
(Name)
(Rank and Service)
(Title)

Recommendations	Approved	Disapproved
-----------------	----------	-------------

6.a

6.b

6.c

ANNEX A: Bibliography

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

2.

3.

4.

CLASSIFICATION

GLOSSARY

Section I. Acronyms and Abbreviations

AC/S.....	assistant chief of staff
ACA.....	airspace control authority
ACE.....	aviation combat element
ACO.....	airspace control order
ACP.....	air control plan
ADCON.....	administrative control
AMHS.....	Automated Message Handling System
AO.....	action officer
AO.....	area of operations
AOR.....	area of responsibility
AT.....	antiterrorism
ATO.....	air tasking order
BDA.....	battle damage assessment
C2.....	command and control
CAF.....	commander, amphibious force
CATF.....	commander, amphibious task force
CBIRF.....	Chemical-Biological Incident Response Force
CBRN.....	chemical, biological, radiological, and nuclear
CCDR.....	combatant commander
CCIR.....	commander's critical information requirements
CCMD.....	combatant command
CEWCC.....	combined electronic warfare coordination cell
CI.....	counterintelligence
CIHO.....	counterintelligence/human intelligence officer
CIS.....	communications and information systems
CJCS.....	Chairman of the Joint Chiefs of Staff
CLF.....	commander, landing force
CMO.....	civil-military operations
CMPF.....	commander, maritime prepositioning force
CO.....	cyberspace operations
COA.....	course of action
COC.....	combat operations center
COCOM.....	combatant command (command authority)
COMMSTRAT.....	communications strategy
CONOPS.....	concept of operations
CONPLAN.....	contingency plan
COPS.....	current operations

COR	contracting officer's representative
COS	chief of staff
CSA	combat support agency
CSS	combat service support
DCO	defensive cyberspace operations
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMS	defense military message system
DOD	Department of Defense
DOJ	Department of Justice
DOT	Department of Transportation
DTRA	Defense Threat Reduction Agency
EW	electronic warfare
FEC	fires and effects coordinator
FECC	fires and effects coordination center
FP	force protection
FRAGORD	fragmentary order
FSC	fire support coordinator
FSCC	fire support coordination center
G-1	assistant chief of staff, personnel
G-2	assistant chief of staff, intelligence
G-2X	Army counterintelligence and human intelligence staff officer
G-3	assistant chief of staff, operations
G-4	assistant chief of staff, logistics
G-5	assistant chief of staff, plans
G-6	assistant chief of staff, communications system
GCC	geographic combatant commander
GEOINT	geospatial intelligence
GS	general support
HHQ	higher headquarters
HN	host nation
HSS	health service support
HUMINT	human intelligence
IMO	information management officer
IMP	information management plan
IOC	intelligence operations center
IR	intelligence requirement
ISC	intelligence support coordinator

ISR	intelligence, surveillance, and reconnaissance
JCS	Joint Chiefs of Staff
JFC	joint force commander
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JTF	joint task force
LNO	liaison officer
MAGTF	Marine air-ground task force
MCCS	Marine Corps Community Services
MCTFS	Marine Corps Total Force System
MEF	Marine expeditionary force
MEU	Marine expeditionary unit
MILDEC	military deception
MILDEP	Military Department
MISO	military information support operations
MPF	maritime prepositioning force
MSC	major subordinate command
NG	National Guard
NGA	National Geospatial-Intelligence Agency
NGO	nongovernmental organizations
NIPRNET	Non-classified Internet Protocol Router Network
OCO	offensive cyberspace operations
OIC	officer in charge
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPT	operational planning team
P&A	production and analysis
PIR	priority intelligence requirement
PM	program manager
POC	point of contact
PSYOPS	psychological operations
PWS-performance work statement	
ROE-rules of engagement	
S-1	personnel office
S-2	intelligence office
S-2X	counterintelligence and human intelligence staff officer
S-3	operations and training office
S-4	logistics officer

S-6	communications system officer
SAPR	sexual assault prevention and response
SARC	sexual assault response coordinator
SCC-WMD	United States Strategic Command Center for Combating Weapons of Mass Destruction
SecDef.....	Secretary of Defense
SIGINT	signals intelligence
SIPRNET	SECRET Internet Protocol Router Network
SJA	staff judge advocate
SME	subject matter expert
SNCO	staff noncommissioned officer
SOP	standing operating procedure
STO	special technical operations
TA	target audience
TACON.....	tactical control
TPFDD.....	time-phased force and deployment data
US	United States
USAID	US Agency for International Development
WMD	weapons of mass destruction
XO.....	executive officer

Section II: Terms and Definitions

administrative control—Direction or exercise of authority over subordinate or other organizations in respect to administration and support. Also called **ADCON**. (DOD Dictionary)

airspace control order—An order implementing the airspace control plan that provides the details of the approved requests for airspace coordinating measures. Also called **ACO**. (DOD Dictionary)

airspace control system—An arrangement of those organizations, personnel, policies, procedures, and facilities required to perform airspace control functions. Also called **ACS**. (DOD Dictionary)

airspace coordinating measures—Measures employed to facilitate the efficient use of airspace to accomplish missions and simultaneously provide safeguards for friendly forces. Also called **ACMs**. (DOD Dictionary)

assign—1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. See also attach. (DOD Dictionary)

attach—1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary. See also assign. (DOD Dictionary)

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

battle rhythm—A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (Upon promulgation of this publication, this term and definition are approved for use and will be included in the next edition of USMC Dictionary.)

battlespace—The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic

spectrum; and the information environment within the operational areas, areas of interest, and areas of influence. (USMC Dictionary)

battle staff—The staff officers and designated special staff that are the commander's primary advisors. (Upon promulgation of this publication, this term and definition are approved for use and will be included in the next edition of USMC Dictionary).

chain of command—The succession of commanding officers from a superior to a subordinate through which command is exercised. (DOD Dictionary)

combat operations center—The primary operational agency required to control the tactical operations of a command that employs ground and aviation combat, combat support, and logistics combat elements or portions thereof. The combat operations center continually monitors, records, and supervises operations in the name of the commander and includes the necessary personnel and communications to do the same. Also called **COC**. (USMC Dictionary)

combat support agency—A Department of Defense agency so designated by Congress or the Secretary of Defense that supports military combat operations. Also called **CSA**. (DOD Dictionary)

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

command and control—(See DOD Dictionary for core definition. Marine Corps amplification follows.) The means by which a commander recognizes what needs to be done and sees to it that appropriate actions are taken. Command and control is one of the six warfighting functions. See also warfighting functions. Also called **C2**. (USMC Dictionary)

command element—The core element of a Marine air-ground task force (MAGTF) that is the headquarters. The command element is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence, and reconnaissance forces, necessary to accomplish the MAGTF's mission. The command element provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the MAGTF. The command element varies in size and composition; and, in a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. Also called **CE**. See also aviation combat element; ground combat element; logistics combat element; Marine air-ground task force; Marine expeditionary brigade; Marine expeditionary force; Marine expeditionary unit. (USMC Dictionary)

command post—A unit's or subunit's headquarters where the commander and the staff perform their activities. In combat, a unit's or subunit's headquarters is often divided into echelons; the echelon in which the unit or subunit commander is located or from which such commander operates is called a command post. Also called **CP**. (Upon promulgation of this publication, this term and definition are approved for use and will be included in the next edition of the USMC Dictionary.)

command relationships—The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support. See also chain of command; command. (DOD Dictionary)

commander, landing force—The officer designated in the initiating directive as the commander of the landing force for an amphibious operation. Also called **CLF**. (DOD Dictionary)

commander's critical information requirement—(See DOD Dictionary for core definition. Marine Corps amplification follows.) Information regarding the enemy and friendly activities and the environment identified by the commander as critical to maintaining situational awareness, planning future activities, and facilitating timely decision-making. The two subcategories are PIRs and friendly force information requirements. (USMC Dictionary)

commander's significant notification event—An incident that requires rapid situational awareness and a prompt, effective response from the command necessitating immediate notification to the commander. Also called **CSNE**. (Upon promulgation of this publication, this term and definition are approved for use and will be included in the next edition of the USMC Dictionary.)

component—1. One of the subordinate organizations that constitute a joint force. 2. In logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity. Also called **COMP**. (DOD Dictionary)

control—(See DOD Dictionary for core definition. Marine Corps amplification follows.) A tactical task to maintain physical influence by occupation or range of weapon systems over the activities or access in a defined area. (USMC Dictionary)

cyberspace operations—The employment of cyberspace capabilities where the primary purpose is to achieve military objectives or effects in or through cyberspace. (DOD Dictionary)

defensive cyberspace operations—Passive and active cyberspace operations intended to preserve the ability to utilize friendly cyberspace capabilities and protect data, networks, net-centric capabilities, and other designated systems. (DOD Dictionary)

direct liaison authorized—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Also called **DIRLAUTH**. (DOD Dictionary)

direct support—A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. Also called **DS**. (DOD Dictionary)

fire support coordinator—The officer in charge of the fire support coordination center who is the direct representative of the landing force commander for the planning and coordination of all available fire support. Also called **FSC**. (USMC Dictionary)

functional component command—A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military

operations to perform particular operational missions that may be of short duration or may extend over a period of time. (DOD Dictionary)

ground combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct ground operations. It is usually constructed around an infantry organization but can vary in size from a small ground unit of any type to one or more Marine divisions that can be independently maneuvered under the direction of the MAGTF commander. It includes appropriate ground combat and combat support forces, and in a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The ground combat element itself is not a formal command. Also called **GCE**. See also aviation combat element; command element; logistics combat element; Marine air-ground task force; Marine expeditionary brigade; Marine expeditionary force; Marine expeditionary unit. (USMC Dictionary)

information management—The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals and organizations in a way that optimizes access by all who have a share in that data or a right to that information. Also called **IM**. (DOD Dictionary)

interoperability—1. The ability to operate in synergy in the execution of assigned tasks. 2. The condition achieved among communications-electronics systems or items of communications electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users. (DOD Dictionary)

joint task force—A joint force that is constituted and so designated by the Secretary of Defense, a CCDR, a subunified commander, or an existing joint task force commander. Also called **JTF**. (DOD Dictionary)

logistics combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to provide the combat service support necessary to accomplish the MAGTF's mission. The logistics combat element varies in size from a small detachment to one or more Marine logistics groups. It provides supply, maintenance, transportation, general engineering, health services, and a variety of other services to the MAGTF. In a joint or multinational environment, it may also contain other Service or multinational forces assigned or attached to the MAGTF. The logistics combat element itself is not a formal command. Also called **LCE**. See also aviation combat element; command element; ground combat element; Marine air-ground task force; Marine expeditionary brigade; Marine expeditionary force; Marine expeditionary unit. (USMC Dictionary)

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

multinational environment, other Service or multinational forces may be assigned or attached. Also called **MAGTF**. See also aviation combat element; command element; ground combat element; logistics combat element; Marine expeditionary brigade; Marine expeditionary force; Marine expeditionary unit. (USMC Dictionary)

Marine air-ground task force all-source fusion center—Primary analysis and production element of the Marine air-ground task force. Processes and produces all-source intelligence products in response to requirements of the Marine air-ground task force. Also called **MAGTF AFC**. (USMC Dictionary)

Marine Corps forces—The amalgamation of personnel, materiel, and support elements that comprises the Marine Corps. These forces (formally identified as Fleet Marine Forces in Title 10) include the Regular Marine Corps, the Fleet Marine Corps Reserve, and the Marine Corps Reserve. See also Marine Corps operating forces. (USMC Dictionary)

Marine Corps operating forces—Those combined arms forces and the integral supporting elements thereof whose primary missions are to participate in combat and other operations as lawfully assigned. These forces are normally task-organized as Marine air-ground task forces or as a Service component under a combatant command and include the Marine Corps Reserve, Marine Corps security forces at Navy shore activities, Marine Corps integral supporting elements, and Marine Corps combat forces not otherwise assigned. See also Marine Corps forces. (USMC Dictionary)

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

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

Marine expeditionary unit—A Marine air-ground task force (MAGTF) that is constructed around an infantry battalion reinforced, a composite squadron reinforced, and a task-organized

logistics combat element. It normally fulfills Marine Corps' forward sea-based deployment requirements. The Marine expeditionary unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. In a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. Also called **MEU**. See also aviation combat element; command element; ground combat element; logistics combat element; Marine air-ground task force; Marine expeditionary brigade; Marine expeditionary force. (USMC Dictionary)

offensive cyberspace operations—Cyberspace operations intended to project power by the application of force in or through cyberspace. Also called **OCO**. (DOD Dictionary)

organic—assigned to and forming an essential part of a military organization as listed in its table of organization for the Army, Air Force, and Marine Corps, and are assigned to the operating forces for the Navy. (DOD Dictionary)

reachback—(See DOD Dictionary for core definition. Marine Corps amplification follows.) The ability to exploit resources, capabilities, expertise, etc., not physically located in the theater or a joint operations area, when established. (USMC Dictionary)

Service component command—A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments, organizations, and installations under that command, including the support forces that have been assigned to a combatant command or further assigned to a subordinate unified command or joint task force. See also component. (DOD Dictionary)

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

subordinate unified command—A command established by commanders of unified commands, when so authorized by the Secretary of Defense through the Chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. (DOD Dictionary)

target audience—An individual or group selected for influence. Also called **TA**. (JP 3-13)

task organization—(See DOD Dictionary for core definition. Marine Corps amplification follows.) A temporary grouping of forces designed to accomplish a particular mission. Task organization involves the distribution of available assets to subordinate control headquarters by attachment or by placing assets in direct support or under the operational control of the subordinate. (USMC Dictionary)

REFERENCES

Joint Issuance

DOD Dictionary of Military and Associated Terms

Joint Publications (JPs)

1	Doctrine for the Armed Forces of the United States
3-0	Joint Operations
3-02	Amphibious Operations
3-12	Cyberspace Operations
3-33	Joint Task Force Headquarters
3-52	Joint Airspace Control
5-0	Joint Planning

Secretary of the Navy Instruction (SECNAVINST)

1730.9A Privileged and Confidential Communications to Chaplains

Secretary of the Navy Manual (SECNAV M)

5216.5 Department of the Navy Correspondence Manual

Marine Corps Publications

Marine Corps Doctrinal Publications (MCDPs)

1-0	Marine Corps Operations
6	Command and Control

Marine Corps Warfighting Publications (MCWPs)

3-30	Marine Air-Ground Task Force Command and Control
5-10	Marine Corps Planning Process
7-10	Marine Corps Componentency

Marine Corps Tactical Publication (MCTP)

3-30B Information Management

13-10D Maritime Prepositioning Force Operations

Marine Corps Order (MCO)

5216.20B Marine Corps Supplement to the Department of the Navy Correspondence Manual

A non-cost copy of this document is available at:

<https://www.marines.mil/News/Publications/MCPPEL/>

Copyright Information

This document is a work of the United States Government and the text is in the public domain in the United States. Subject to the following stipulation, it may be distributed and copied:

- Copyrights to graphics and rights to trademarks/Service marks included in this document are reserved by original copyright or trademark/Service mark holders or their assignees, and are used here under a license to the Government and/or other permission.
- The use or appearance of United States Marine Corps publications on a non-Federal Government website does not imply or constitute Marine Corps endorsement of the distribution service.

