4. ADMINISTRATION AND LOGISTICS.

a. Support Concept. MER support is achieved IAW ref D through the employment of a combination of:

(1) Unit integral (1st line), close (2nd line held at the NSB), and general (3rd line held at the NSB) assets and capabilities to provide national support to all FE in the MER.

(2) Sourcing assistance from HN, Coalition, UN, ADF and NSB resources.

(3) Management of all MER contracts, sponsored and authorised by HQJOC and JLC.

b. Personnel. All personnel assigned to OP ACCORDION are to be fit for deployment to the HQJOC J07 prescribed standard. The provision of personnel support to assigned FE is to be IAW ref D.

(1) **Operational Manning Document (OMD).** HQJOC is responsible for the OP ACCORDION OMD. The development of this document includes consultation and planning with Service providers. Once service liability acceptance has been achieved HQJOC will update the live OP ACCORDION OMD.
c. **Distribution.** JLC will provide supply chain and distribution support to the agreed point (AP). The AP for OP ACCORDION is primarily the Intermediate Staging Base (ISB). AP may be established for the MFU under S22.

d. **Movements.** COMD 1JMOVGP, on behalf of CJOPS, is responsible for all strategic movement of ADF FE and equipment to and from the MER. This includes deployment, sustainment and redeployment of ADF FE and equipment. A combination of ADF and civil air and sealift is used to effect strategic movement to and from the MER. The deployed JMCC MER is to provide the strategic movement interface between JTF633 and HQ 1JMOVGP and, on behalf of CJTF633, plan, coordinate and execute intra-theatre movement requirements IOT support ADF and Coalition operations. Intra theatre lift is provided through a combination of AUS national, charter and Coalition lift assets. The movement concept is detailed in annex X.

e. **Health.** Force protection and health countermeasures are directed in order to provide and maintain a fit and healthy force. Treatment of ADF personnel is to occur through integral Level 1 ADF health capabilities, with higher levels of health care provided by Coalition Partner (CP) and/or HN health facilities as available. Tactical AME is to be coordinated by the ADF AME Operations Officer (AEOO) and Strategic AME is to be coordinated by HQJOC AOC AME. ADF patients may be evacuated within the theatre. ADF health care escorts for VSI and SI patients are to be used throughout the evacuation chain where operationally feasible. The ADF Health Support Order is included in ref D.

f. **Finance.** Defence is supplemented under no win no loss operational funding arrangements. Through Chief Finance Officer Group (CFOG) all Groups/Services cost their respective contributions to the operation. JOC Group is responsible for the funding arrangements for the in theatre cost, strategic lift (managed through 1JMOVGP) and contracted logistic support in theatre (through the Joint Logistics Command contracts). Financial Advisers are provided to second and third line support.
g. CJTF633 is responsible for the financial management of all deployed FE in the MER, with the exception of the (see annex H for details). All expenditure and financial management responsibilities for OP ACCORDION are to be managed IAW ref D.
CHIEF OF JOINT OPERATIONS
HEADQUARTERS JOINT OPERATIONS COMMAND

F906802

See distribution

CJOPS SUPPORT ORDER (SPTORD) 02/14: SUPPORT TO OPERATIONS IN THE MIDDLE EAST REGION (MER)

References:
A. S22
B. 
C. 
D. 
E. 
F. 
G. ADDP 00.1, Command and Control, May 2009
H. Joint Logistics Command, Operational Logistics Instruction 01/10 – Supply Chain Support to Operations, dated 25 Jul 12

SITUATION

1. This CJOPS Support Order (SPTORD) 02/14, Support to Operations in the Middle East Region (MER), supersedes Reference A and all associated fragmentary and task orders associated with support operations in the MER. This order is to be read in conjunction with CJOPS Operation Orders (OPORDs) for all Designated Operations in the MER (References B to E).

3. OP ACCORDION is the supporting operation for all Designated Operations and activities in the MER. All other Designated Operations are referred to as supported operations.

4. A supporting operation is defined by a main effort dedicated to the provision of support to itself and other operations and activities. A supported operation is defined by the operational main effort being any other external mission objective.
5. Over time, the number of operations and activities supported by OP ACCORDION will increase or decrease according to direction from the Australian Government.

MISSION

7. Joint Operations Command is to support ADF operations in the Middle East Region, from 01 Jul 14, in order to sustain ADF operations and enable contingency operations.

EXECUTION

8. CJOPS' Intent – Support to Designated MER Operations.

a. Purpose. To provide enduring, effective and efficient support to Designated Operations and contingencies in the MER.

b. Method. Support to MER operations is provided by a combination of contractor, coalition forces (CF), deployed Australian Defence Force (ADF) and National Support Base (NSB) resources. FE are to be supported through integral resources and via reach-back to OP ACCORDION for delivery of the required support effect. OP ACCORDION will coordinate requirements for NSB supplementation of deployed logistic capabilities as needed. OP ACCORDION will also monitor and advise supported operations on compliance with standing ADF personnel, logistics, health and finance instructions.

c. Endstate. All Designated Operations and enacted contingencies have been effectively and efficiently supported for the duration of operations in the MER, and all supported FE have returned to Australia to commence reconstitution.

9. Concept of Support. For the duration of ADF operations and activities conducted in the MER, OP ACCORDION will provide limited Close and General support to all Designated Operations. Supported operations will provide Integral and limited Close support to their own FE. For some logistics functions (such as postal services), supported operations also provide limited General support to their FE.

10. Supported operations in the MER may not have the staff capacity or logistics capability to operate independently. Consequently, there is a requirement for supported operations to rely on the provision of theatre effects and staff support from OP ACCORDION. This demands regular consultation with, and adherence to, administrative and logistics policy, advice and direction from OP ACCORDION. Supported operations are
expected to work within OP ACCORDION policy and direction to ensure effective delivery of support effects between the NSB and deployed FE. In accordance with Reference G, such technical advice may only be rejected by the Commander of a Designated Operation when there is an operational imperative to do so.

11. To deliver theatre effects, HQJTF633 is required to identify and maintain select operational manning document (OMD) positions that require dual force preparation. To be allocated as a position requiring dual force preparation, the appointment must have a regular and routine purpose, or essential short notice requirement (e.g., ADFIS investigators), for movement between OP ACCORDION and the supported operations. Examples include those positions required to conduct governance reviews and air crew.

13. Support operations will be conducted in order to achieve the following tasks and end-state:

a. **Tasks.** The following tasks will be conducted to deliver or achieve the intended end-state:

   (1) OP ACCORDION will:

   (a) provide limited Close and General support to all supported operations and defined contingencies;

   (b) provide administrative, contractual and logistics staff functions and theatre support effects to all supported operations;

   (c) review and develop stockholding policies for Designated Operations in consultation with supported operations and HQJOC;

   (d) provide governance oversight to supported operations through the provision of governance surveillance teams comprising staff that are capable of reviewing such things as EO, MILIS, technical integrity, finance and personnel functions; and

   (e) consolidate all supported operations logistics reports and returns for submission to HQJOC.

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1 Refer to the definition of Technical Control (TECHCON) in Reference G, which states that TECHCON '...advice may not be modified but may be rejected in part or in total by a commander in consideration of operational factors'. It further states that TECHCON '...may be used where necessary to designate the specialised and professional procedures essential to the appropriate management and operation of forces'. Finally, TECHCON '...supports the principle of centralised control and decentralised execution...[to] allow...
(2) Supported operations will:

(i) provide Integral, Limited Close and Limited General support to their own FE;

(ii) comply with OP ACCORDION advice regarding operational logistic matters, supply chain management/supply accounting, maintenance and technical integrity, finance, contract management, EO management and governance requirements (unless the Commander determines there is an operational imperative to contravene that advice);

(iii) review and develop stockholding policies in consultation with OP ACCORDION;

(iv) provide logistic reports and returns to OP ACCORDION;

(v) provide answers to operational and support RFI generated from OP ACCORDION; and

(vi) provide info copies of all operational matters to OP ACCORDION to enable situational awareness of administrative and logistics support issues.

(3) End-state. AUS FE operating in the MER are suitably supported and sustained by OP ACCORDION.

Support effects

14. Support to ADF operations is to be achieved as follows:

a. Agreements, arrangements and other agency support. Where deficiencies exist in ADF logistics, or the sourcing of coalition forces (CF) support offers an operational advantage or more cost effective delivery, processes at Annex B are to be followed to establish and manage agreements, arrangements and other agency support.

b. Personnel support. Personnel support arrangements are detailed in Annex C.

(1) OP ACCORDION will hold responsibility for RSO&I delivery for MER operations. HQJOC will forecast force flow to account for any significant changes and RSO&I throughput.

(2) OP ACCORDION is to operate the Theatre Personnel Support Centre (TPSC) supporting all designated MER operations.

(3) OP ACCORDION is to have visibility of all MER OMDs. Supported operations will staff OMD changes directly to HQJOC for approval; however, OP ACCORDION is to be consulted beforehand to ensure situational awareness and to identify any support implications of the proposed change.

the necessary degree of guidance and control required for the integration and operation of assigned forces and capabilities'.
c. **Mortuary Affairs.** The MER Mortuary Affairs Support Plan is in Annex D.

d. **Distribution.** Joint Logistics Command (JLC) is responsible for distribution management up to the agreed point (AP) and has technical authority for the end to end supply chain. Commander Joint Logistics (CJLOG), as the Strategic J4, has drawn policy on distribution and movement from the *Electronic Supply Chain Manual* (eSCM), *Electronic Defence Security Manual* (eDSM), *Defence Instructions* and single Service policy to create the *Operational Logistics Instruction 01/10 – Supply Chain Support to Operations* (Reference H). The primary AP for the MER is

Remaining distribution guidance for the MER is in Annex E.

e. **Postal.** Postal support will be provided throughout the MER by assigning individual AFPOs to select locations in the region and using the agreed point (AP) as a hub. Mail will be delivered through a combination of civil air from Service or contracted air will be used for intra-theatre lift. Postal governance across the MER is assigned to the OP ACCORDION Senior Postal Representative. Detailed postal support arrangements are in Annex E.

f. **Disposals.** Authority for disposal of equipment rests with the Capability Manager (CM) and is executed by the ADF Logistics Manager (ADFLM). The cost involved in returning some equipment to AUS, and subsequently remediating it to a serviceable condition, may not offer value for money (VFM) compared to disposal action in theatre. Alternatively, return to Australia (RTA) of equipment for disposal may offer VFM. Supported operations will therefore make disposal assessments on a case by case basis. Such assessments will be supported by, and must pass through, OP ACCORDION and HQJOC, for CM approval. Annex F contains further guidance on disposals.

g. **Supply.** Supply support will be delivered by a mix of ADF, contracted and coalition force (CF) means. Supported operations will maintain Integral and Close supply support capabilities while limited Close and General supply support for the MER will be maintained by OP ACCORDION, at the MER agreed point. Minimal stock holdings are to be held forward by supported operations. This is especially important when space and staff numbers are heavily restricted. OP ACCORDION will maintain theatre reserves of stock and critical equipment for supported operations and for operational contingencies.

h. The procedures for the procurement, provision, sustainment and storage of stores used in the MER, including the determination of kind and quantity of supplies/equipment, are in Annex F. The annex also clarifies when an Operational User Requirement (OUR) is needed to support a demand, or whether a business case (BC) is required to support an LNIDS demand. Other supply guidance is in Annex F.

(1) **Force Activity Designator (FAD).** FAD 1 applies for sustainment of all FE of designated MER operations. FAD 1 also applies for pre-deployment preparation in AUS. Conflict with other FAD 1 activities is to be raised through HQJOC for resolution.
(2) **Operational Viability Period (OVP).** Support mechanisms for Designated Operations in the MER are well established. Consequently Land FE are to deploy to an operation supported by OP ACCORDION and to maintain endurance levels that meet the Fleet Activity Schedule IAW Australian Fleet General Orders (AFGOs) and Fleet Logistics Instructions (FLI).

i. **Health.** Deployed health support to the MER is predicated on a mix of ADF, coalition and host nation capabilities that vary between individual operations. Central coordination and technical control of all MER health support is provided by the OP ACCORDION J07. Directed pre and post deployment health requirements and health force protection measures have been designed to provide and maintain a fit and healthy force. Treatment of ADF personnel, at all levels, is detailed in the Health Support (HSO) at Annex G. Evacuation of ADF personnel across the MER is comprised of a mix of ADF and coalition-based forward/tactical road and air evacuation systems, and ADF-based strategic AME. Forward/tactical evacuation is coordinated by the OP ACCORDION J07 through locally-based Air Evacuation Operations Officers (AEOOs). Strategic AME is coordinated by HQJOC AME Cell.

j. **Movements.** The concept of movement is detailed in Annex X of each Designated Operation’s OPORD. Movement of personnel, stores and equipment from AUS to the MER by air will occur primarily IAW the HQ IJMOVGP strategic charter aircraft schedule and the assigned HQ Air Command (HQAC) assets. This rate of effort may be supplemented by civilian charter aircraft/air freight services, as required. Where appropriate, sea movement of vehicles and materiel will be arranged by HQ IJMOVGP within the RAN assigned rate of effort, or civil sea charter.

k. **Maintenance.** Maintenance support in the MER is delivered by a combination of mechanisms including ADF workshops, contract support and equipment rotations. Maintenance of Land Material is delivered by Integral and Close maintenance assets from within the FE deployed in the MER. Maintenance of deployed air assets is conducted via integral workshops specific to the aircraft type or established contracts. Establishment of a Theatre Vehicle Pool will provide FE with replacement vehicles when unit equipment requires deeper level maintenance. Contract maintenance is utilised for Commercial Lease (CL) vehicles and other leased assets such as generators. The activities and responsibilities for maintenance of materiel within the MER are in Annex H.

l. **Finance.** Finance Advisers (FA) are assigned to provide Commanders with specialist technical advice and support. The FA is the finance SME in theatre and is to be the first point of contact for all finance related queries. Central coordination and technical control of all MER finance support is provided by the OP ACCORDION FA (J05 JTF 633). Finance instructions for MER operations are detailed in Annex I.

m. **Contracting.** Support contracts for the supply of goods and services across the MER have been established by JLC. The Defence Materiel Organisation (DMO) has established a number of contracts (as directed by the respective CMs) to provide...
specific capabilities to support FE operations. Contract requirements in the MER are supported by a Business Management Centre (BMC) within OP ACCORDION. Further direction on contracting support in the MER is provided in Annex J.

n. **Support engineering.** Support engineering arrangements are in Annex K and provide direction on infrastructure development and maintenance, minor works and environmental compliance.

o. The Chief Engineer within OP ACCORDION will retain technical responsibility for support engineering in the MER.

p. **Assurance and Compliance.** HQJOC is responsible for coordinating governance teams for assurance and compliance of mandated governance requirements. Positions such as the District Manager (DM), the Senior Ammunition Technical Officer (SATO), the TRF Officer and the Finance Adviser on OP ACCORDION are MER, or theatre level, appointments. As such, their advice to commanders of all designated MER operations is to be considered in their field of expertise. Further, such positions will be required to visit supported operations to deliver their effects and conduct compliance checks. Annex L details governance policies and procedures for the deployment of governance teams, including the requirement for effective information management (IM) by Deployable Logistics Information Systems Support Team (DLISST).

r. **Chaplaincy.** Annex N is reserved for Chaplaincy support.

s. **ADF Investigative Service (ADFIS).** Employment of ADFIS is detailed at Annex O.

w. **OP OKRA.** Specific direction for unique support requirements for OP OKRA is contained in Annex S.
COMMAND AND SIGNAL

15. **Direct Liaison Authority (DIRLAUTH).** DIRLAUTH is approved between the support staff of OP ACCORDION and supported operations.

16. **Reporting.** OP ACCORDION is to submit a weekly MER logistic status (LOGSTAT) and personnel status (PERSTAT) report to HQJOC. All supported operations are to provide OP ACCORDION with the required LOGSTAT and PERSTAT data on a weekly basis.

17. Urgent incidents are to be reported by exception in the daily operational SITREP. Commanders of Designated Operations, with assistance from OP ACCORDION, are required to submit logistic and general support lessons within their Post Operation Report (POR) to HQJOC in accordance with their CJOPS Directive.

19. **Point of contact.** The point of contact for matters regarding this SPTORD is the HQJOC JCC Watchkeeper on (02) 6128 4349.

20. **Acknowledgement.** Action addressees are to acknowledge receipt of this order.

Annexes:
- A. Designated Operations, Sustainment Controls and Reporting in the Middle East Region (MER) (Sponsor: HQJOC J45)
- B. Agreements, Arrangements & Other Agency Support (Sponsor: HQJOC J45)
- C. Personnel (Sponsor: HQJOC J11)
- D. Mortuary Affairs (Sponsor: HQJOC J45)
- E. Distribution and Postal (Sponsor: HQJOC J45)
- F. Supply (Sponsor: HQJOC J45)
- G. Health (Sponsor: HQJOC J07)
- H. Maintenance (Sponsor: HQJOC J45/J43)
- I. Finance (Sponsor: HQJOC DFIN)
- J. Contracting (Sponsor: HQJOC J43)
- K. Support Engineering (Sponsor: HQJOC J45)
- L. Assurance (Sponsor: HQJOC J45)
- N. Chaplaincy (Reserved) (Sponsor: HQJOC J08)
O. ADFIS (Sponsor: HQJOC PM)

S. Support to OP OKRA (Sponsor: HQJOC J45)
4. Administration and Logistics.

a. Support Concept. OP ACCORDION is the supporting operation for all Designated Operations and activities in the MER. Detailed support concepts for OP OKRA are detailed in the MER Support Order, at reference G.

b. Personnel. All personnel assigned to OP OKRA are to be fit for deployment to single Service standards. The provision of personnel support to assigned FE is to be IAW reference G (Support Plan). The OMD will provide manning requirements and is to be filled IAW service level agreements.

c. Supply. Supply support will be delivered by a mix of ADF, contracted and Coalition force (CF) means. Supported operations will maintain Integral and Close supply support capabilities while limited Close and General supply support for the MER will be maintained by OP ACCORDION, at the MER agreed point. Minimal stock holdings are to be held.
forward by supported operations. This is especially important when space and staff numbers are heavily restricted. OP ACCORDION will maintain theatre reserves of stock and critical equipment for supported operations and for operational contingencies.

d. **Distribution.** Joint Logistics Command (JLC) is responsible for distribution management up to the agreed point (AP) and has technical authority for the end to end supply chain. Commander Joint Logistics (CJLOG), as the Strategic J4, has drawn policy on distribution and movement from the *Electronic Supply Chain Manual (eSCM), Electronic Defence Security Manual (eDSM), Defence Instructions* and single Service policy to create the *Operational Logistics Instruction 01/10 – Supply Chain Support to Operations.* The primary AP for the MER is [S33(a)(i) S33(a)(ii) S33(a)(iii)]. Remaining distribution guidance for the MER is in reference G.

e. **Maintenance.** Maintenance support in the MER is delivered by a combination of mechanisms including ADF workshops, contract support and equipment rotations. Maintenance of Land Material is delivered by Integral and Close maintenance assets from within the FE deployed in the MER. Maintenance of deployed air assets is conducted via integral workshops specific to the aircraft type or established contracts. Remaining maintenance guidance for the MER is at reference G.

f. **Movements.** HQ 1JMOVGP is responsible for coordinating movement support for the deployment and redeployment of all FE from concentration points.

g. HQ JOC will prioritise tasking for strategic airlift assets through the AOC in order to deconflict operational concurrency pressures during phase 1. The Movements Plan is at Annex X.

h. **Health Support Concept.** Health support delivery will be through force elements of SOCOMD and FA elements from all Services. The Health Support Order (HSO), embedded in the MER Support Order at reference G, details the transition and redeployment Health Support Concept.

i. **Support Engineering.** The Chief Engineer within OP ACCORDION will retain technical responsibility for support engineering in the MER. The [S33(a)(i) S33(a)(ii) S33(a)(iii)]

j. **Finance.** Detailed Finance arrangements for OP OKRA can be found within Annex I to reference G, MER Support Order.
(4) **Support arrangements.** CJTF633 will be in support of OP OKRA FE for operational, administration and logistics effects. Supporting commanders provide forces, logistics or other support to a supported commander as required, and advise the supported commander on the availability and most appropriate employment of their assets. Supporting commanders are responsible to complete the missions/tasks assigned to them by the supported commander.
S22

S33(a)(i) S33(a)(ii)
S33(a) (iii)

S22
R. Support Plan – Refer to CIOPS Support Order 01/14, Support to Operations in the Middle East Region (MER).
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