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## AUSTRALIAN ARMY

# LAND WARFARE PROCEDURES - GENERAL

## LWP-G 0-5-1

## STAFF OFFICERS GUIDE

This publication supersedes *Land Warfare Doctrine 5-1-1, Staff Officers' Guide, 2011, Doctrine Note 2-2014, Combat Brigade Aide-Memoire and Doctrine Note 3-2009, Army Command and Control and Technical Control.*

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**AUSTRALIAN ARMY**

**LAND WARFARE PROCEDURES -  
GENERAL**

**LWP-G 0-5-1**

**STAFF OFFICERS GUIDE**

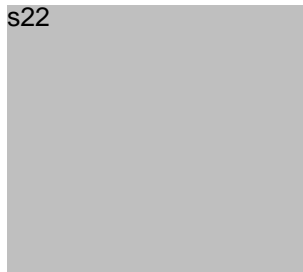
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7 March 2017

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Issued by command of  
Chief of Army



DC Hafner, CSC  
Colonel  
Commandant  
Land Warfare Centre

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Amendment List		Produced By	Publication Amended By	Date Amended
Number	Date of Endorsement			
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## PREFACE

This publication supersedes *Land Warfare Doctrine 5-1-1, Staff Officers' Guide, 2011, Doctrine Note 2-2014, Combat Brigade Aide-Memoire* and *Doctrine Note 3-2009, Army Command and Control and Technical Control*.

### Aim

1. The aim of this publication is to provide commanders and staff officers with a guide to the operation of a headquarters staff when planning and conducting operations.

### Level

2. This is an application-level publication for use by commanders and staff officers at all levels in all phases of operations, but with particular relevance to staff officers and key supporting staff at battlegroup level and in higher formations. In addition, this publication is for use on all corps and specialist training courses relevant to developing personnel for these roles.

### Scope

3. This publication contains information and guidance on the staff, staff officer responsibilities, command and control, liaison, planning, briefing, orders and supporting processes.

### Associated Publications

4. This publication should be read in conjunction with the other publications and documents, in particular:
  - a. *ABCA Coalition Operations Handbook*
  - b. *Allied Administrative Publication 6, NATO Glossary of Terms and Definitions*
  - c. *Australian Defence Doctrine Publication 00.1, Command and Control*

- 
- d. *Australian Defence Doctrine Publication 00.3, Multinational Operations*
  - e. *Australian Defence Doctrine Publication 00.4, Operational Evaluation*
  - f. *Australian Defence Doctrine Publication 00.9, Multiagency Coordination – Defence’s Contribution to Australian Government Responses*
  - g. *Australian Defence Doctrine Publication 3.0, Campaigns and Operations*
  - h. *Australian Defence Doctrine Publication 4.0, Defence Logistics*
  - i. *Australian Defence Doctrine Publication 5.0, Joint Planning*
  - j. *Australian Defence Force Publication 3.1.1, Joint Fire Support Procedures*
  - k. *Australian Defence Force Publication 5.0.1, Joint Military Appreciation Process*
  - l. *Combat Brigade Standard Operating Procedures*
  - m. *Defence Instruction (Army) Operational 10-1, Army Lessons Network*
  - n. *Defence Writing Manual*
  - o. *Land Warfare Doctrine 0-0, Command, Leadership and Management*
  - p. *Land Warfare Doctrine 1, The Fundamentals of Land Power*
  - q. *Land Warfare Doctrine 1-1, Personnel Services*
  - r. *Land Warfare Doctrine 3-0, Operations*
  - s. *Land Warfare Doctrine 3-0-3, Formation Tactics*
  - t. *Land Warfare Doctrine 3-9-1, Operations in Specific Environments*
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- u. *Land Warfare Doctrine 4-0, Combat Service Support*
  - v. *Land Warfare Doctrine 5-0, Planning*
  - w. *Land Warfare Doctrine 5-1-2, Staff Officers' Aide-Memoire*
  - x. *Land Warfare Doctrine 5-1-4, The Military Appreciation Process*
  - y. *Land Warfare Doctrine 7-0, Training and Education*
  - z. *Land Warfare Procedures - Combat Service Support 4-0-1, Combat Service Support in the Theatre*
  - aa. *Land Warfare Procedures - General 0-2-4, All Corps Junior Commanders Aide-Memoire*
  - ab. *Land Warfare Procedures - General 7-0-1, The Conduct of Training*
  - ac. *Military Standard 2525D, Department of Defense Interface Standard: Joint Military Symbology*
  - ad. *Military Standard 6040B, Department of Defense Interface Standard: United States Message Text Format Description.*

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7. This publication has been prepared with gender-neutral language.

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## ABBREVIATIONS

1. The principal source for Australian Defence Force abbreviations is the Australian Defence Glossary located at <http://adg.eas.defence.mil.au/adgms>. Abbreviations contained within this publication are in accordance with the business rules, guidelines and conventions for the Australian Defence Glossary at the time of its release. The following abbreviations are used throughout this publication; however, commonly used terms have been presented in their abbreviated format throughout the publication and have not been included in this list.

<b>AAR</b>	after-action review
<b>AD</b>	air defence
<b>ADC</b>	aide-de-camp
<b>adcon</b>	administrative control
<b>AI</b>	area of interest
<b>AO</b>	area of operations
<b>BMS</b>	battle management system
<b>BOS</b>	battlespace operating system
<b>CIMIC</b>	civil–military cooperation
<b>CIS</b>	communication and information system
<b>CJSS</b>	common joint staff system
<b>CmdSS</b>	command support system
<b>COG</b>	centre of gravity
<b>conops</b>	concept of operations
<b>COP</b>	common operational picture
<b>DCOMD</b>	deputy commander
<b>DIRLAUTH</b>	direct liaison authorised
<b>FE</b>	force element
<b>frago</b>	fragmentary order
<b>GS</b>	general support
<b>IPB</b>	intelligence preparation of the battlespace
<b>ISR</b>	intelligence, surveillance and reconnaissance
<b>MA</b>	mission analysis
<b>ME</b>	main effort
<b>MDCOA</b>	most dangerous course of action

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<b>MLCOA</b>	most likely course of action
<b>natcomd</b>	national command
<b>NGO</b>	non-government organisation
<b>NTM</b>	notice to move
<b>O Gp</b>	orders group
<b>opcomd</b>	operational command
<b>opcon</b>	operational control
<b>OPSLOG</b>	operations log
<b>OS</b>	offensive support
<b>PSO</b>	principal staff officer
<b>SMAP</b>	staff military appreciation process
<b>SO</b>	Special Operations
<b>tacomd</b>	tactical command
<b>tacon</b>	tactical control
<b>TASKORG</b>	task organisation
<b>tcomd</b>	theatre command
<b>techcon</b>	technical control
<b>TTP</b>	tactics, techniques and procedures
<b>WG</b>	working group

2. The following abbreviations appear in tables and figures within the publication.

<b>admin</b>	administration
<b>LOA</b>	left of arc
<b>ROA</b>	right of arc

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# CHAPTER 1

## THE STAFF

*Staff: In a military organisation, a group of military and/or civilian personnel assisting a commander.<sup>1</sup>*

### SECTION 1-1. INTRODUCTION

- 1.1 The role of the commander is to provide leadership and exercise command. Commanders assess the situation, make decisions and direct actions. The commander is the only member of a formation or unit who has the authority and responsibility to direct its activities. The ultimate decisions, as well as the final responsibility, always remain with the commander.
- 1.2 However, except in the simplest and smallest tactical-level organisations, commanders cannot exercise command alone. They are supported by an HQ or C2 system – the arrangement and organisation of personnel, information, procedures (including doctrine, SOPs and drills), equipment, and facilities essential for the commander to conduct operations.
- 1.3 The HQ is an extension of the commander, and is made up of a commander and the staff. Commanders focus the efforts of their staff by providing leadership, giving guidance and making the key decisions from which a framework of action is developed. The staff provides the support necessary for the commander to make these decisions and implement them.
- 1.4 The objective of this publication is to describe the arrangements and processes followed by the staff in supporting the commander.
- 1.5 **Chapter Aim.** The aim of this chapter is to describe what a staff does, how a staff is organised and the various staff responsibilities.

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1. AAP 6, NATO Glossary of Terms and Definitions.

**1.6 Chapter Scope.** The scope of this chapter is as follows:

- a. staff responsibilities
- b. staff officer qualities
- c. the common joint staff system (CJSS)
- d. specific staff responsibilities
- e. HQ organisational and structures.

**SECTION 1-2. STAFF RESPONSIBILITIES**

- 1.7** The staff's primary function is to provide command support. This support relieves commanders of much of the detailed planning and subsequent control, allowing them to concentrate on their primary functions: leadership, decision-making and the planning of future operations. The staff supports the commander in making and implementing decisions by performing a number of key functions as described in the following paragraphs.

**Maintenance of Situational Awareness**

- 1.8** A sound understanding of the situation will help a commander make appropriate decisions. As such a critical staff responsibility is acquiring and distributing information to maintain the situational awareness of the commander and the HQ.
- 1.9** The staff must be able to inform and advise on the current situation with regard to capabilities, limitations, requirements, availability and the employment of resources; directives and policy guidance from higher HQ; and time, facts, assumptions, tasks, current issues, risks, opportunities and recommendations. This function is supported by running estimates and contributes to the maintenance of a common operational picture (COP).

## Managing Information

- 1.10** Information management is a fundamental responsibility of the staff. It is not sufficient simply to collect and transmit data. The staff must collect, analyse, store, display and disseminate the information that flows continuously into their HQ.
- 1.11 Analysis.** Analysis is a key staff function. Each new item of information should be weighed in relation to other available information. Gaps in the available information should be identified, and action taken to fill those gaps.
- 1.12 Problem Solving.** The staff must continually identify current and future problems or issues that affect mission accomplishment. Once a problem is identified, the staff develops solutions to resolve the problem. Sometimes staff officers will have the ability and authority to solve the problem without involving the commander. If not, the problem and the potential solutions are presented to the commander for a decision.
- 1.13 Research.** Staff research involves collecting and evaluating facts to solve problems or provide information. The problem determines the extent of research. Only after analysing a problem and listing the main factors to consider can staff officers determine how much and which kind of information to collect. Staff officers decide when they have enough information to draw valid conclusions. Valid conclusions are relevant to the topic and objective, and supported by data. Staff officers arrive at them through a logical thought process.
- 1.14 Staff Checks.** A staff check is a mathematical problem-solving technique that checks the feasibility of a task. Staff checks are applicable to a broad range of problems, such as:
- a. road movements
  - b. dumping programs
  - c. the provision of combat supplies
  - d. casevac
  - e. the deployment of forces.

- 
- 1.15** Based on the facts gathered, the commander is presented with a recommendation on the best option and any risks involved.
- 1.16 Dissemination.** When disseminated, information is tailored to the audience – higher, subordinate, supporting, supported and adjacent commands. Information can be disseminated:
- a. verbally (at briefings or meetings)
  - b. using electronic mail
  - c. via website updates
  - d. in written briefs, reports and updates.

### **Making Recommendations**

- 1.17** The staff is responsible for presenting the commander with timely and accurate information and recommendations in a manner that helps the commander to make decisions and establish policies. Staff officers also offer recommendations to each other and subordinate commanders. Recommendations are presented orally or in writing, and in a form that requires only the commander's approval or disapproval.
- 1.18** The commander may require staff work, and the resulting recommendations, regarding the following:
- a. policy
  - b. force capabilities, limitations and employment
  - c. policies and procedures to enhance capabilities
  - d. priorities for employment, distribution and support
  - e. acceptable risk
  - f. organisation for combat, resource allocations, and command and support relationships
  - g. resource allocation and employment synchronisation for organic and supporting assets
  - h. general unit locations and movements.

- 1.19** When developing recommendations, staff officers must carefully analyse and compare all feasible COAs, using the best information available. Consultation is required with staff from areas that may be affected by the recommendation. The alternatives must be presented objectively and without bias, while clearly explaining the advantages and disadvantages of each. Staff officers must be prepared to recommend the best COA from the perspective of their speciality.

### **Coordination**

- 1.20** Staff coordination ensures that staff actions and subordinate unit operations fit together in an integrated whole to achieve a unified effort. Good staff coordination requires personal initiative, a spirit of cooperation and the genuine interest of each staff member. Most staff actions require coordination that extends beyond the immediate command to higher, subordinate, supporting, supported and adjacent commands.
- 1.21** Coordination is essential for the following four reasons:
- a. to ensure a thorough understanding of the commander's intent
  - b. to ensure complete and coherent staff actions
  - c. to avoid conflict and duplication by adjusting plans or policies before implementation
  - d. to consider all factors affecting the situation.
- 1.22** Coordination also facilitates the provision of timely and accurate information to subordinate units, higher HQ and flanking formations.
- 1.23** Coordination by staff officers includes:
- a. consultation with and direction to other staff elements about issues and information
  - b. maintenance of close contact and the exchange of information with the corresponding staff at higher, subordinate, supporting, supported and adjacent commands, and other Services and agencies

c. liaison (see [Chapter 3](#)).

**1.24 Forecasting.** Forecasting is the ongoing staff process of advising support agencies of potential requirements, and is an important coordination tool. The G/S/SOJ 3 staff, on behalf of the commander, normally promulgates overriding operational forecasts, with individual branches forecasting resultant commitments in their areas of responsibility. It is important for staff officers to realise that, although a forecast is only a planning tool that can be amended, it may result in the actual commitment of resources (such as transport or medical facilities). The accuracy of forecasts must therefore be confirmed as the situation develops.

### **Developing Plans and Orders**

**1.25** While the commander retains overall responsibility for future planning – and will normally conduct their own individual planning in parallel with the staff – a fundamental staff responsibility is to develop plans and orders based upon the commander's decisions. Planning is discussed in more detail in [Chapter 4](#), and orders are discussed in [Chapter 6](#). The staff holds similar responsibilities for the development and promulgation of SOPs, directives, instructions, training plans and reports.

### **Monitoring**

**1.26** The staff ensures that subordinate elements receive the commander's decisions and understand and execute them within the commander's intent. The staff monitors the execution of instructions, directives, plans and orders. They also recommend adjustments when circumstances require it. This practice allows commanders to focus on the overall operation and relieves them of having to address details better handled at a lower level.

**1.27** The staff monitors operations by analysing reports, messages, and reports of staff visits and inspections. Monitoring facilitates situational awareness, and allows running estimates to be maintained and progress reports to be produced.

- 1.28** The staff has responsibilities throughout the Army lessons process, and monitoring provides the opportunity to make observations and gather information to support this responsibility.
- 1.29 Staff Visits.** Staff members visit subordinate units for several reasons. These include gathering information for the commander, observing the execution of orders, and providing advice and assistance in their fields of interest. Staff members avoid interfering with the subordinate commander's responsibilities. If the subordinate commander misunderstands the higher commander's orders, staff members provide additional information and guidance to the subordinate commander or staff.
- 1.30 Staff Inspections.** Commanders may direct the conduct of staff inspections to determine certain conditions within a subordinate unit, such as compliance or conformity with policies and regulations. Inspectors note positive and negative observations. Before the inspection, inspectors inform the subordinate commander of the inspection's purpose. Afterwards, inspectors provide an informal report to the subordinate commander before they leave. Inspectors normally prepare a written report for their commander and furnish a copy to the inspected unit.

## SECTION 1-3. STAFF OFFICER QUALITIES

- 1.31** To achieve success, the commander relies on the staff. The performance of the staff as a whole is dependent on individual staff officer qualities. Most officers serve in a variety of staff appointments across their careers, so should aim to develop the qualities of a good staff officer, which are as follows:
- a. *Competence.* Effective staff officers know their duties and are competent in all aspects of these duties. They are able to analyse problems and know the appropriate detail before making a recommendation. They know not only their own functions and roles, but also the functions of other staff members.

- b. *Initiative.* Staff officers exercise initiative. They anticipate requirements rather than waiting to be tasked. They anticipate what the commander needs to accomplish the mission and prepare answers to those questions before they are asked for them. Effective staff officers do not hesitate to take advantage of opportunities. They exercise the authority delegated to them and keep their immediate chain of command informed of their actions.
- c. *Creativity.* Staff officers brief solutions, not problems. Effective staff officers are creative in researching solutions to difficult and unfamiliar situations. They always give the commander a recommended COA.
- d. *Flexibility.* Staff officers remain flexible and adjust to changing requirements and priorities. They learn to juggle multiple commitments simultaneously, and always meet their deadlines (or request an adjustment to a deadline well in advance).
- e. *Loyalty.* Staff officers are loyal to the commander and tell the commander what they believe, not what the commander wants to hear. They develop all sides of an issue and do not show a bias towards any COA. Staff officers give the commander an unbiased view of a problem and recommend the best possible solution. They must be willing to tell the commander both good and bad news.
- f. *Teamwork.* Staff officers are team players. They must advise, consult and cooperate with others. They are prepared to represent another's decisions and to sacrifice individual interests when the overall good requires it. Staff officers work hard to achieve effective vertical and horizontal coordination.
- g. *Effective Time Management.* Time is always critical, and good staff officers manage it effectively. They consider not only their own time, but also that of other staff members and subordinate units. They set reasonable

deadlines that recognise the relative importance of competing priorities.

- h. *Effective Communications.* Effective communication is crucial for staff officers. They must be able to clearly articulate and effectively present information orally, in writing and visually (with charts, graphs, slides and multimedia products). They must be able to convey complex information in easily understood formats, and write clear and concise orders, plans, briefs and reports.

## SECTION 1-4. COMMON JOINT STAFF SYSTEM

### Overview

- 1.32** Staff are organised specifically to be a single, cohesive unit to assist the commander in accomplishing the mission, but they necessarily have specialities. Therefore, a clear division of responsibilities is key to an effective staff or HQ. The CJSS provides this staff structure.
- 1.33** The CJSS has been adapted from the NATO joint staff system, and is used in all operationally deployable Army HQ down to battalion level, and in independent sub-units as appropriate. The CJSS has the following advantages:
- a. standardised functional staff structures at all levels of command
  - b. clear divisions of staff responsibilities along functional lines
  - c. simplified correspondence distribution
  - d. flexibility of inter-HQ C2
  - e. enhanced interoperability with allies and potential multinational partners
  - f. a sense of common purpose between staffs at all levels of command.

**1.34** The CJSS is a structured approach to identifying staff appointments and levels.

### **Letter Designators**

**1.35** The CJSS allocates letters to mark the service composition of the HQ or component. Within the Army, the letters also designate the level of HQ, as follows:

- a. C – combined or coalition
- b. J – joint
- c. N – naval
- d. A – air
- e. G – ground (at division level and above)
- f. S – ground (at brigade and below)
- g. SOJ – special operations
- h. X – exercise control (used as required).

### **Numeral Designators**

**1.36** Numbers are then added to the letters to designate the branch, function and individual position within the function. These designations are as follows:

- a. 0 – Command Group and Specialist Staff
- b. 1 – Personnel
- c. 2 – Intelligence
- d. 3 – Operations
- e. 4 – Logistics
- f. 5 – Policy and Plans
- g. 6 – Communication and Information Systems (CIS)
- h. 7 – Doctrine and Training
- i. 8 – Force Structure and Development
- j. 9 – Civil–Military Cooperation (CIMIC).

- 1.37** Sub-branch designators may be numbered functionally or sequentially; for example, the G33 is a staff officer undertaking current operations, or the G35 fulfils a plans function within the operations branch at a divisional or higher HQ. Alternatively, sequential forms such as G31, G32 and G33 could be applied across all branches. Every attempt should be made, where appropriate and logical, to functionally link the second number.
- 1.38** Individual appointments within sub-branches are numbered sequentially. If staffing does not warrant the addition of a third numeral, only two numerals should be used.
- 1.39** A descriptor varying from two to four letters in length, and in capital letters, may be applied after the last numeral. Such a descriptor is to be used in addition to, and not instead of, a sub-branch or individual numeral.
- 1.40** [Figure 1–1](#) illustrates the application of the CJSS.

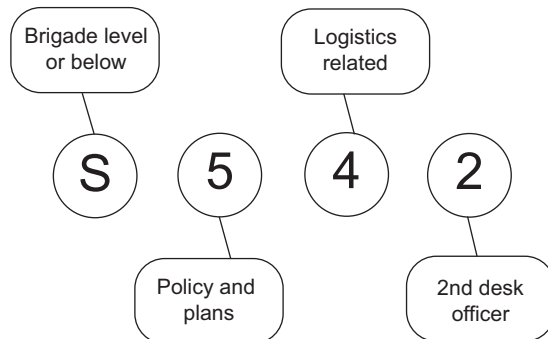


Figure 1–1: The Common Joint Staff System Applied

## SECTION 1-5. SPECIFIC STAFF RESPONSIBILITIES

- 1.41** The accepted responsibilities of staff branches and key individuals within a HQ are described in the following paragraphs. These responsibilities may be altered at the commander's discretion. Specific individual staff

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responsibilities will be described in SOPs (particularly where they differ from information provided in this publication).

## **G/S/SOJ 0 – Command Group**

**1.42** The command group includes those personnel who are directly responsible to the commander. CJSS designations for the command group are set out in [Annex A](#).

**1.43 The Commander’s Personal Staff.** Most formation HQ have a number of officers holding personal appointments. The most common personal staff appointments are the aide-de-camp (ADC) and the RSM.

- a. *Aide-de-camp.* The main duty of an ADC is to arrange for the personal requirements of the commander. The ADC is responsible for routine staff duties as directed by the commander, including advice to the staff on the commander’s movements, liaison and arrangement of appointments. In the field the ADC may act as the commander’s map marker and radio operator.
- b. *Regimental Sergeant Major.* Each commander defines the responsibilities and authority of the RSM. Generally, the RSM provides advice to the commander on individual soldier skills and the discipline, morale and welfare of soldiers.

**1.44 Deputy Commander.** The deputy commander (DCOMD) assumes command of the formation<sup>2</sup> in the absence of the commander. In addition, they perform the following functions:

- a. directly control those areas and functions designated by the commander, often including C2 of the HQ, key leadership engagement, media engagement and other routine functions
- b. coordinate the staff’s efforts in the management of facilities, barracks routine, welfare, administrative action,

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2. Within a battalion-level HQ, the functions of a DCOMD are performed by the 2IC.

safety, force modernisation and specific plans delegated by the commander.

- 1.45** The relationship between the DCOMD and the staff is a unique one, as follows:
- a. Generally, none of the staff work for the DCOMD unless this relationship is directed by the commander. Therefore, the commander will prescribe their DCOMD's roles, duties and relationships with the COS, the staff, and the commanders of subordinate units.
  - b. The DCOMD give orders to the COS (or the staff) within the limits prescribed by the commander, and at any time may approach the COS for assistance from the staff. If a DCOMD needs staff support, the commander may detail officers from the HQ or from subordinate units to help them.
  - c. Because the DCOMD must be able to assume command at a moment's notice if necessary, the commander must keep the DCOMD informed of their battlefield vision, their intent, and the intended end state. The COS must continually provide the DCOMD with information concerning staff actions.
- 1.46 Chief of Staff.** The COS supervises the staff and ensures timely and efficient inter-staff coordination, with the specific objective of providing the commander with coordinated staff recommendations. They review staff actions, resolve tasking conflicts and assign staff responsibilities. The COS frees the commander from routine detail and passes pertinent data, information and insight from the staff to the commander and from the commander to the staff. Where a DCOMD is not appointed, the COS also acts as the commander's deputy, assuming command of the formation in the absence of the commander. The COS must thoroughly understand the commander's intent and guidance in order to supervise the

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staff effort in the commander's absence. The key responsibilities of the COS are as follows:

- a. to ensure that the staff has the information, guidance and facilities it needs, providing time lines, establishing back-brief times and locations, and issuing any unique instructions
- b. to ensure that the staff integrates and coordinates its activities internally, vertically (with higher HQ and subordinate units) and horizontally (with adjacent formations)
- c. to ensure the timely preparation and dissemination of orders, and to establish, manage and enforce the staff planning timetable in accordance with the commander's guidance
- d. to integrate and synchronise operational plans
- e. to manage the commander's critical information requirements.

### **Commander's Advisory Group**

**1.47** The Commander's Advisory Group supports the commander and the HQ through the provision of specialist technical and governance advice, including advice on legal matters, health, resource management and finance, welfare, safety, chaplaincy and public affairs. Specialist advisers are directly responsible to either the commander or the COS, as directed by the commander.

**1.48** Consideration should be given to the habitual relationships that specialist advisers may have with the principal staff groups. In some cases a specialist staff adviser or cell may be located with the principal staff group with which it has the most interaction.

### **G/S/SOJ 1 – Personnel**

**1.49** The G/S/SO 1 staff provides advice and executes functions for all matters related to personnel as individuals – regardless of

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whether the individual is friend or foe, military or civilian. The G/S/SOJ 1 staff responsibilities include:

- a. personnel management, including:
  - (1) manning
  - (2) personnel tracking
  - (3) readiness assuredness
  - (4) reporting
  - (5) mounting
  - (6) establishments.
- b. the development of personnel policy
- c. determining reinforcement and replacement requirements and recommending the allocation of these personnel or units
- d. maintaining personnel records and documents
- e. the management of pay issues
- f. straggler management
- g. supervising established rest and recreation facilities and religious, voting, postal, legal, welfare and institute activities
- h. casualty reporting/notification and repatriation
- i. mortuary affairs, repatriation and graves registration
- j. directing the collection, protection, documentation, evacuation, treatment, utilisation, discipline and repatriation of POW and civilian detainees
- k. the management of displaced persons
- l. in coordination with other staff (G/S/SOJ 9), the hiring and administration of civilian employees

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- m. the determination of personnel requirements and returning surplus or obtaining additional personnel as appropriate
  - n. health services support (noting that the force health services support commander will provide special staff supervision and technical control (techcon) over all aspects of health services support, including treatment and evacuation, preventive medicine and dentistry, medical and dental supplies, and blood transfusion services)
  - o. supervising the maintenance of law, order and discipline including notification of reportable incidents, discipline and adverse administrative procedures.

## **G/S/SOJ 2 – Intelligence**

**1.50** The G/S/SOJ 2 staff provides advice on intelligence and counterintelligence matters. It coordinates the commander's intelligence requirements, including the location, activities and capabilities of the threat or adversary. Its function is to ensure the availability of sound intelligence on the characteristics of the area of operations (AO) and on enemy locations, activities, capabilities and intentions. The collection manager in the intelligence cell is the intelligence, surveillance and reconnaissance (ISR) battlespace operating system (BOS) adviser and the key focal point that coordinates all collection. The G/S/SOJ 2 staff responsibilities include:

- a. management of the intelligence process
- b. planning for the tasking and management of ISR collection activities (in coordination with the G/S/SOJ 3 staff) through the conduct of collection management
- c. planning the long-term intelligence requirements in support of the commander's operational objectives, with emphasis on the AO and enemy locations, strengths and intentions
- d. recommending priority intelligence requirements

- e. collecting, processing and disseminating intelligence on the enemy and terrain in support of current operations
- f. supervision of signals intelligence
- g. counterintelligence
- h. providing advice on security matters.

### **G/S/SOJ 3 – Operations**

**1.51** G/S/SOJ 3 staff are responsible for assisting the commander to organise, train for and execute operations through the dissemination of the commander's orders, monitoring operations, and managing allocated resources. Depending on the size of the operation, the plans function may be the responsibility of the operations branch.

**1.52** G/S/SOJ 3 staff responsibilities include:

- a. the conduct of current operations and the production of opords and instructions
- b. operations planning and its coordination with administrative planning
- c. execution of training in conjunction with the 7 cell
- d. tactical movement and the allocation of areas and boundaries
- e. the targeting process, in conjunction with G/SOJ/S 2, air and joint operations staff
- f. deception (in coordination with G/S/SOJ 2 staff), camouflage, passive air defence (AD) and concealment
- g. determination of scales and priorities for the issue of controlled stores and/or critical resources
- h. liaison
- i. the provision of advice on CBRN issues
- j. psychological operations in coordination with the G/S/SOJ 2 staff

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- k. the organisation and tactical grouping of assigned units
  - l. the establishment of policy for the implementation of denial measures
  - m. the implementation of security policy with advice from the G/S/SOJ 2 staff
  - n. the management of ISR (in conjunction with the G/S/SOJ 2 staff)
  - o. the management of information operations and information management for unit/formation
  - p. the tasking of the ISR capability
  - q. the coordination and management of the counter-IED effort.

#### **G/S/SOJ 4 – Logistics**

**1.53** The G/S/JOS 4 staff coordinates all logistic advice, formulate logistic plans and monitor their execution. The G/S/SOJ 4 appointment holder is the principal adviser across the broadest definition of logistics, including movements.

**1.54** The G/S/SOJ 4 staff responsibilities include:

- a. planning CSS requirements
- b. providing CSS advice, including the articulation of CSS risk
- c. promulgating CSS orders and instructions
- d. controlling and monitoring the execution of CSS plans
- e. maintaining the visibility of stock levels and equipment states
- f. maintaining situational awareness of the effectiveness and efficiency of CSS links, nodes and modes.

#### **G/S/SOJ 5 – Policy and Plans**

**1.55** The G/S/SOJ 5 staff is responsible for all aspects of future operations and planning in the HQ, and coordinating with

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higher and flanking HQ. It is responsible for investigating and determining options to achieve the commander's mission, providing the commander with data upon which to base decisions, and developing contingency plans.

- 1.56** In some cases, sufficient staffing allows planners to move through with their plan into the G/S/SO 3 branch, while the incumbent G/S/SOJ 3 staff reconstitute another forward planning team within the G/S/SOJ 5 branch. Alternatively, G/S/SOJ 5 planners hand over the agreed plan for the G/S/SOJ 3 staff to fully develop into a workable concept of operations (conops).
- 1.57** The G/S/SOJ 5 staff responsibilities include:
- a. the MAP
  - b. all future operations planning in conjunction with other staff branches
  - c. the formal handover of agreed COAs to G/S/SOJ 3 branch (as required)
  - d. the development of contingency plans
  - e. CIMIC functions at the commander's discretion.

### **G/S/SOJ 6 – Communication and Information Systems**

- 1.58** The G/S/SOJ 6 staff coordinates communications, electronic and other information systems requirements, including the development and management of the information architecture. The G/S/SOJ 6 staff manages and implements the in-theatre CIS and, in conjunction with the G/S/SOJ 3 staff, is responsible for spectrum management, information security, computer security, communications security and emission control.
- 1.59** The G/S/SOJ 6 staff responsibilities include:
- a. providing C2 systems management and support to the unit/formation, including advice on force protection – electronic countermeasures
  - b. techcon of assigned unit/formation CIS force elements (FEs)

- c. exercising supervision over CIS activities, including the security of the CIS force components
- d. providing links with host nation communication systems and commercial CISs (if applicable).

### **G/S/SOJ 7 – Doctrine and Training**

**1.60** The G/S/SOJ 7 staff develops and implements doctrine and training requirements, develops mechanisms to validate procedures, and conducts analysis of lessons from operations and training. Its responsibilities include coordinating training to evaluate the state of readiness of assigned elements to meet readiness requirements.

**1.61** This functional branch has considerable scope in peacetime but is somewhat reduced on operations. Its operational focus is on the training and assessment of assigned forces. In conjunction with the G/S/SOJ 3 staff, it prepares the force for operations and, once the force has deployed, concerns itself with force regeneration issues.

**1.62** The G/S/SOJ 7 responsibilities include:

- a. the development of training with an emphasis on collective training
- b. the implementation of lessons learnt
- c. in conjunction with the G/S/SOJ 3 staff, the preparation and readiness of the force for operations
- d. the certification of deploying or contingency forces
- e. force generation.

### **G/S/SOJ 8 – Force Structure and Development**

**1.63** The G/S/SOJ 8 staff coordinates the developmental aspects of staff procedures and force structure, including mobilisation and preparedness, and new capabilities and equipment.

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- 1.64** The G/S/SOJ 8 staff is also responsible for the collection and analysis phases of the Army Lessons Cycle<sup>3</sup> and for providing feedback to support lessons and the doctrine development process.

### **G/S/SOJ 9 – Civil–Military Cooperation**

- 1.65** The G/S/SOJ 9 staff provides civil and military advice and infrastructure management services to the commander to enable planning, preparation, liaison with other agencies, and the conduct of operations, exercises and activities. This separate branch may be established when the mission requires an extensive civil–military component and when the conduct of the operations is significantly influenced by CIMIC factors.

## **SECTION 1-6. HEADQUARTERS ORGANISATIONAL STRUCTURES**

- 1.66** Many variables influence the functions necessary for a particular HQ to conduct an operation, including the mission, end state, assigned forces and geography. As a result individual HQ structures will vary. Regardless, a staff should be organised to cover all of the functions and responsibilities referred to in [Section 1-5](#) as well as any other functions directed by the commander.

### **Principal Staff Groups**

- 1.67** Many HQ, particularly at brigade level and below, amalgamate staff branches into groups led by a principal staff officer (PSO). These groups are as follows:
- a. *Commander's Advisory Group.* As discussed in [paragraph 1.47](#) and [paragraph 1.48](#), the Commander's Advisory Group provides advice to the commander.
  - b. *Personnel/Logistics Group.* This group is responsible for all G/S/SOJ 1 and G/S/SOJ 4 functions and at the

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3. The Army Lessons Cycle is described in more detail in [DI\(A\) OPS 10-1, Army Lesson Network](#).

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brigade level is managed by the Deputy Assistant Adjutant Quartermaster General.

- c. *Intelligence Group*. This group is responsible for all G/S/SOJ 2 functions and at the brigade level is managed by the S2.
- d. *Operations Group*. This group is responsible for all G/S/SOJ 3, G/S/SOJ 5, G/S/SOJ 7 and G/S/SOJ 8 functions, and at the brigade level is managed by the brigade major.

## Command and Control Nodes

- 1.68** Most HQ have the capability, when required, to split into three deployable, adaptable and flexible C2 nodes – HQ Tactical, HQ Forward and HQ Main – supported by an enduring HQ Rear. The three nodes are applied as required to any particular mission and each specific operational circumstance.
- 1.69 Headquarters Tactical.** HQ Tactical is a bespoke capability that enables the commander to achieve situational awareness of a particular phase of an operation. It is bounded by time and space. If required it can establish an effective and survivable C2 node for limited duration dislocated from HQ Forward and HQ Main.
- 1.70 Headquarters Forward.** HQ Forward is the forward echelon of a formation HQ. Its organisation is simpler, smaller and more austere than that of HQ Main. HQ Forward provides a step-up capability and ensures continuity of C2 when the HQ is required to relocate.
- 1.71 Headquarters Main.** HQ Main is the central point for coordination of all current operations, and can sustain C2 indefinitely. When deployed, HQ Main consists of several co-located cells (based around the staff groups discussed in [paragraph 1.49](#) to [paragraph 1.65](#)) which are task-organised to meet the requirements of the specific operation. A deployed HQ Main will generally include staff to manage:
- a. current operations (G/S/SOJ 3 staff)

- b. intelligence (G/S/SOJ 2 staff)
- c. offensive support (OS)
- d. air assets
- e. personnel and logistics (G/S/SOJ 1/4 staff).

**1.72** A deployed HQ Main may also include staff to manage:

- a. future operations (G/S/SOJ 5 staff)
- b. routine and administrative support of the HQ and attached elements
- c. specialist assets assigned to the commander, for example:
  - (1) other agencies or component HQ
  - (2) specialist air or maritime operations cells
  - (3) infrastructure detachments
  - (4) information operations staff
  - (5) public relations staff.

**1.73** Generic structures for a brigade and battlegroup HQ are detailed in [LWD 5-1-2, Staff Officers' Aide-Memoire](#). Details of the use, manning and layout of various HQ structures are provided in the relevant SOPs.

**Annex:**

- A. [Common Joint Staff System Designations for Command Group and Specialist Staff](#)

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## ANNEX A TO CHAPTER 1

### COMMON JOINT STAFF SYSTEM DESIGNATIONS FOR COMMAND GROUP AND SPECIALIST STAFF

1. The command group CJSS designations are as follows:
  - a. 00 – COMD
  - b. 001+ – COMD Personal Staff
  - c. 01 – COS
  - d. 011+ – COS Personal Staff
  - e. 02 – DCOMD
  - f. 03 – spare
  - g. 04 – Head of Coordination
  - h. 05 – Senior Resource Adviser
  - i. 06 – Senior Legal Adviser
  - j. 07 – Senior Health Adviser
  - k. 08 – Senior Chaplain
  - l. 09 – Public Affairs Adviser.

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## CHAPTER 2

### COMMAND AND CONTROL

#### SECTION 2-1. INTRODUCTION

- 2.1** Effective support of a commander by a staff officer requires a detailed understanding of C2 terminology and the conventions for arranging and tasking subordinate units. An effective C2 structure should:
- a. meet the requirements of government
  - b. provide for the lawful delegation of authority
  - c. allow commanders at all levels to achieve their mission through their initiative and the application of the art and science of war
  - d. facilitate the effective and efficient employment of capabilities and resources
  - e. be adaptable to any military operation the Australian Army might be required to execute in a single-Service or joint concept.
- 2.2** The authoritative doctrine on C2 processes is [ADDP 00.1, \*Command and Control\*](#). This chapter provides a summary of some of the key concepts described in detail in that publication.
- 2.3** **Chapter Aim.** The aim of this chapter is to outline C2 concepts.
- 2.4** **Chapter Scope.** The scope of this chapter is as follows:
- a. C2 definitions
  - b. the principles of command
  - c. the states of command
  - d. standing arrangements and force assignment.

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## SECTION 2-2. COMMAND AND CONTROL DEFINITIONS

- 2.5** Command is the authority that a commander in the military Service lawfully exercises over subordinates by virtue of rank or appointment. Command includes the authority and responsibility for effectively using available resources and for planning the employment, organisation, directing, coordination and control of military forces for the accomplishment of assigned missions. It also includes responsibility for the health, welfare, morale and discipline of assigned personnel.
- 2.6** Control is the authority exercised by a commander over part of the activities of subordinate organisations, or other organisations not normally under their command, which encompasses the responsibility for implementing orders or directives. All or part of this authority may be transferred or delegated.
- 2.7** The terms 'command' and 'control' are closely related and are often abbreviated together as C2. However, the terms are not synonymous. Control is a function of command which enables coordination and synchronisation between elements of a force and other organisations, the imposition of restrictions and limits, and the establishment of guidelines to regulate freedom of action. Primary control measures include planning guidance, opords, ROE, airspace control measures, fire support coordination measures, and manoeuvre control measures such as axes of advance, boundaries, phase lines and objectives.

## SECTION 2-3. PRINCIPLES OF COMMAND

- 2.8** The ADF recognises the following eight fundamental principles of command which need to be considered in the formulation of an appropriate C2 regime:
- a. *Unity of Command.* An operational commander needs to be assigned the mix of combat, combat support and CSS

elements necessary to successfully achieve the mission. There can be only one recognised command authority at any given time. A subordinate can have only one superior. The command authority may change as tasks change, but the principle of unity of command, with one designated commander clearly responsible for each task, must be maintained.

- b. *Span of Command.* The span of command is the number of subordinate organisations that are commanded directly. Notwithstanding the principle of unity of command, there is a limit to the number of subordinate units that can be commanded effectively.
- c. *Clarity.* Clarity, though closely related to unity of command, focuses on the military chain of command. It requires commanders at each level to respond to directions from higher HQ and, in turn, issue directions to subordinates. Consequently, each HQ normally reports to only one superior HQ, thereby following an unambiguous chain of command.
- d. *Redundancy.* Redundancy provides for continuity of command. Alternative commanders and HQ, as appropriate, must be nominated at all levels of command to provide redundancy. Procedures must be established and practised to allow command to be passed to the alternative commander in such a way that operations are not adversely affected.
- e. *Delegation of Command.* Delegation of command is the process by which a commander assigns tasks and authority to subordinates, who then accept responsibility for those tasks.
- f. *Control of Significant Resources.* Some forces or assets require treatment as significant resources because of their wide utility but limited availability, or limited expert control cells. Across the ADF these resources might include submarines, SF and strike aircraft. Within the Army, armour, artillery and aviation assets may require

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special consideration. C2 of nominated significant resources is normally retained at the highest practicable level.

- g. *Obligation to Subordinates.* Commanders are obliged to consider the interest and wellbeing of their subordinates and represent them in the chain of command. This includes responsibility for the safety, health, welfare, morale and discipline of assigned personnel. Commanders are also obliged to exercise appropriate C2 over their subordinates.
  - h. *Accountability.* Commanders are held accountable for their actions.
- 2.9 An amplification of these principles is provided in [ADDP 00.1, Command and Control](#).

## SECTION 2-4. STATES OF COMMAND

### Overview

- 2.10 The diverse nature of modern warfare and the wide range of prospective tasks necessitate the mission-specific tailoring of the forces and capabilities available to a commander. In order to exercise C2 effectively, commanders must be aware of the states of command and the command relationships existing between the formations and units allocated for the mission.
- 2.11 States of command and command relationships are concerned primarily with the ability of commanders to assign independent missions, reorganise formations or direct specific tasks within an agreed mission statement. They also describe responsibilities for administration of assigned forces. [ADDP 00.1, Command and Control](#) defines the possible C2 relationships between commanders and assigned forces, using a combination of four types of authority, as described in the following paragraphs.

## Standing Command Authorities

- 2.12** Full command is the military authority and responsibility of a commander to issue orders to subordinates. It covers every aspect of military operations and administration and exists only within national services. Full command equates to 'ownership' of the force and conveys with it complete operational and administrative authority and responsibility. The exercise of full command includes responsibility for resource utilisation, administration, planning and control of military forces. The right to exercise full command is enshrined in legislation, with the *Defence Act 1903* [Section 9] granting the CDF and the Service chiefs full command of the ADF and its three Services respectively. These four personnel are the only members of the ADF who can exercise full command.
- 2.13** CDF delegates certain aspects of their full command authority and responsibility to CJOPS, as specified in CDF directives, to allow CJOPS to fulfil the duties of their own position. The delegated aspects of full command are termed 'theatre command'.
- 2.14** Theatre command (tcomd) is the authority given by the CDF to CJOPS to command assigned forces to prepare for and conduct operations (campaigns, operations, combined and joint exercises, and other activities as directed). Tcomd is limited by function and assignment, and cannot be delegated or transferred. The CDF is the only authority who can direct Service chiefs to assign forces to CJOPS under tcomd. CJOPS, on behalf of the CDF, will normally exercise tcomd over all ADF forces in a designated operational theatre. Tcomd effectively provides CJOPS with the authority to exercise the operational component of full command. When forces are assigned to CJOPS under tcomd, CJOPS determines the level of administrative responsibility necessary for the effective and efficient conduct of operations. The residual administrative responsibilities remain the responsibility of the Service chiefs.
- 2.15** National command (natcomd) is a command that is organised by, and functions under the authority of, a specific nation. This standing command authority is conferred upon an appointed

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Australian commander to safeguard Australian national interests during multinational operations. In most circumstances natcomd would be conferred upon the senior Australian operational commander in the joint force AO. Unless specified otherwise, CJOPS is the conduit of natcomd functions between the CDF and the deployed Australian national commander of deployed forces assigned to CJOPS. Natcomd does not in itself include any operational command (opcomd) authorities, nor does it include administrative functions. Designated opcomd authorities and administrative functions must be specified if a commander is to concurrently exercise both them and natcomd.<sup>1</sup>

## **Operational Command Authorities**

- 2.16** Opcomd authorities empower the commander to properly employ the operational capability of forces to achieve missions. They may be further qualified by time, task and function. The opcomd authorities are opcomd, tactical command (tacomd), operational control (opcon) and tactical control (tacon).
- 2.17** Opcomd is the authority granted to a commander to specify missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate opcon, tacomd and/or tacon as may be deemed necessary. It does not of itself include responsibility for administration or logistics.
- 2.18** Tacomd is the authority delegated to a commander to specify missions and tasks to forces under their command for the accomplishment of the mission specified by higher authority.
- 2.19** Opcon is the authority delegated to a commander to direct assigned forces so that the commander may accomplish specific missions or tasks which are usually limited by function, time or location; deploy the units concerned; and retain or delegate tacon of those units. It does not include authority to allocate separate employment of components of the units concerned; neither does it, of itself, include administrative or logistic control.

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1. Information on multinational and multi-agency command arrangements is provided in [ADDP 00.1, Command and Control](#).

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**2.20** Tacon is the detailed and usually local direction and control of the movements or manoeuvres necessary to accomplish assigned missions or tasks.

**2.21** Opcomd authorities are discussed in detail in [Annex A](#).

### **Administrative Authorities**

**2.22** The provision of administrative support to all assigned forces may be beyond the capability of the commanding HQ and its organisation, especially where FEs are assigned away from their parent Service or unit under an opcomd authority. When allocating opcomd authorities, the level of administrative support must be clearly specified. In addition to assignment of an opcomd authority, FEs may be assigned under that administrative authority of an appropriate HQ or unit for the provision of administrative support. The administrative authorities used by the ADF are administrative control (adcon), local administration and techcon.

**2.23** Adcon is the direction or exercise of authority over subordinate or other organisations with respect to administrative matters such as personnel management, supply services and other matters not included in the operational missions of the subordinate or other organisations.

**2.24** Local administration is administration controlled by a local commander and related specifically to the troops or the operation in the commander's area.

**2.25** Techcon is the provision of specialist and technical advice by designated authorities for the management and operation of forces.

**2.26** Administrative authorities are discussed in detail in [Annex B](#).

### **Coordination and Liaison**

**2.27** When coordination is required between two or more countries, Services or forces, coordination authorities are used to ensure that the required level of coordination is achieved. Two coordination authorities are used within the ADF – coordinating authority and direct liaison authorised (DIRLAUTH).

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- 2.28** Coordinating authority is granted to a commander to enable them to coordinate specific functions or activities involving two or more countries, services or forces ('actors'). The commander who has been granted coordinating authority has the power to enforce consultation between the actors, but cannot compel them to agree to a certain COA. If the actors cannot agree, the commander with coordinating authority must refer the issues to the appropriate higher authority.
- 2.29** DIRLAUTH is that authority granted by a commander to a subordinate to consult directly or to coordinate an action with a command or agency within, or outside of, the granting command.

### **Support Arrangements**

- 2.30** C2 relationships may also be defined as support arrangements for either operational or administrative support. A commander may be provided operational or administrative support by FEs that are not under their operational or administrative authority. In this case, support arrangements must be established. The two support arrangements used within the ADF are direct support and 'in support of'.
- 2.31 Direct Support.** This is the support provided by a unit or formation not attached to or under command of the supported unit or formation commander, but required to give priority to the support required by that unit or formation.
- 2.32 In Support Of.** This is the support provided to assist another formation, unit or organisation while remaining under the initial command.
- 2.33** Support arrangements are discussed in detail in [Annex C](#).

## **SECTION 2-5. STANDING ARRANGEMENTS AND FORCE ASSIGNMENT**

### **Overview**

- 2.34** Army delegates C2 responsibility through the use of standing arrangements and force assignment orders. This ensures

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clarity in the relationship between parent/donor units, functional commands and gaining commanders. Therefore, Army force assignment orders and standing arrangements include standing command authority, opcomd authority, administrative authority and appropriate liaison authority for the allocation of Army formations, units, FEs and individuals.

- 2.35 Force Generation and Preparation.** The relationship between formations/groups in FORCOMD to support force generation should be formally articulated through a force assignment or standing arrangement. The C2 authorities allow FORCOMD to establish appropriate arrangements between formations through a combination of command, administrative and liaison authorities. A standing authority may also be used to establish a C2 relationship (modified by function) between FORCOMD capability operators and HQ1 Div to allow effective and timely support to force preparation and deployed forces.
- 2.36 Deployed Forces.** The relationship between Army and deployed forces is agreed during the force design/planning process, and the delegation of authority is articulated in the CA's force assignment order. The combination of delegated administrative authority (particularly techcon) and appropriate liaison authority should be exercised through the Operations (G/S/SOJ 3) staff. The effective use of liaison authorities allows the gaining commander to permit FEs or commanders to receive timely and accurate advice from the technical authority. For Army, this means conventional forces liaise through the Operations staff at JTFHQ, HQ JOC, HQ 1 Div and FORCOMD, and Special Operations (SO) forces liaise through operations staff at the SO Task Group, HQ JOC and SO HQ. The delegation should assign sufficient authority for the achievement of the mission or task.

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**2.37 Considerations.** In considering the appropriate force assignment, planners and commanders should consider the following:

- a. *Nature and Composition of the Force Element.* Considerations include:
  - (1) Is it appropriate for the gaining commander to have the ability to reorganise or break up the FE (eg, remove personnel from an electronic warfare detachment, thus reducing its effectiveness)?
  - (2) Does the force design allow the force to be retasked from the original mission (eg, a CSS team tasked to provide support to a wheeled unit may not have the capabilities to be retasked to provide close support to a tracked unit)?
- b. *Nature of Mission or Task.* Does the duration of the task or assignment warrant sufficient freedom to retask or reorganise as opposed to assigning a different FE for the new task?
- c. *Reach-back.* Will the mission or task require close support from the parent unit for mission support (eg, data updates from the Defence Imagery and Geospatial Organisation to a topographic detachment) or technical advice (eg, airworthiness guidance from HQ 16 Bde to a rotary wing aviation detachment)?

### **Examples of Standing Arrangements and Force Assignment**

**2.38 Standing Arrangements.** Options for describing the relationship between formations/groups in FORCOMD to support force generation include:

- a. *Centralised.* 'Like' units could be centralised under a specialist HQ (eg, an aviation regiment under full command of 16 Bde). A unit could then be force-assigned to another formation, such as a manoeuvre brigade, with techcon remaining to the specialist HQ (ie, 16 Bde). To enable the current habitual relationships to be maintained, a standing force

assignment would need to be articulated, including command, administrative and liaison authorities.

- b. *Decentralised.* Some like units, such as CSSBs, are assigned to a formation (eg, under full command of a manoeuvre brigade). To enable centralised techcon, the force assignment process should be used to articulate a relationship with the technical authority (eg, 17 Bde).
- c. *Other.* Where no identifiable technical authority exists as a discrete HQ (eg, artillery), a technical authority at FORCOMD or an external agency such as the Directorate of Technical Regulation – Army will need to be identified and appropriate C2 arrangements established (eg, technical authority may be vested in the training authority).

**2.39 Force Assignment.** In order to achieve this delegation of administrative authority (particularly techcon) and appropriate DIRLAUTH, force assignment orders from Army are to include the delegation of standing command authority (eg, tcomd), authority to enable force preparation (eg, opcon HQ 1 Div), deployment authority (eg, opcomd JTF 6XX), administrative authority with relevant function/time modifiers (eg, adcon and techcon) and liaison authority (eg, DIRLAUTH). These force assignment orders are required both for planned rotations and as part of the planning for contingency operations.

**2.40** The following is an example of a force assignment:

s33(a)(ii) is force assigned [from  
 s33(a)(ii) opcon s33(a)(ii) for force preparation as  
 s33(a)(ii) from s33(a)(ii)  
 adcon s33(a)(ii) for maintenance, techcon s33(a)(ii)  
 s33(a)(ii) Opcomd s33(a)(ii) for s33(a)(ii)  
 s33(a)(ii) from s33(a)(ii) techcon s33(a)(ii)  
 s33(a)(ii)

**2.41** This example illustrates a C2 relationship with appropriate authority from force generation through to preparation, with the specialist technical requirement of maintaining the aircraft remaining where it can be provided with the greatest efficiency.

Once deployed, the adcon is implied in the opcomd status, as it has not been stated or modified. During force preparation, HQ 1 Div has adcon of the FEs, allowing them to certify individuals; in fact, all aspects of adcon, less the maintenance aspect, are authorised to HQ 1 Div. Throughout, HQ 1 Div has a clear relationship with HQ 16 Bde as a source of advice, and 16 Bde has the authority to deal with HQ 1 Div for airworthiness issues under techcon. When FEs are named by their task group designator, later requests for changes to authority (including DIRLAUTH) can be clearly articulated.

**Annexes:**

- A. [Operational Command Authorities](#)
- B. [Administrative Authorities](#)
- C. [Support Arrangements](#)

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## ANNEX A TO CHAPTER 2

### OPERATIONAL COMMAND AUTHORITIES

1. Opcomd authorities empower the commander to properly employ the operational capability of forces in order to achieve missions. The ADF uses a framework of operational authorities as described in this annex, which are usually defined by time, task and function.

#### The Delegation of Operational Command Authorities

2. Opcomd authorities are delegated by CJOPS or subordinate commanders and empower a commander to employ assigned forces to achieve missions. The delegated authority may be command itself, or have degrees of command or C2 with certain qualifications. The opcomd authority granted to a commander must be stated with clarity and precision. The force commander and subordinate commanders of assigned forces must understand precisely the C2 arrangements for the campaign or operation.
3. The degree of authority delegated should be sufficient to allow a commander to direct and deploy assigned forces to complete tasks without reference to a higher authority. The delegation should be balanced with the commander's level of responsibility. A commander should not be assigned more forces than required or given excessive authority over forces, as capabilities may be wasted that could be better used elsewhere.
4. A summary of a commander's authorities and responsibilities with respect to assigned forces is provided in [Appendix 1](#).

#### Transfer of Authority

5. Operational authority can be delegated or transferred by commanders within the definition of each authority. The transfer of authority over designated forces must:
  - a. be unambiguous

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- b. clearly define the degree of authority
  - c. clearly specify the point at which the authority becomes effective.
6. This is achieved through the promulgation of a written direction, such as an opord, which provides details of the opcomd authorities that are being transferred, who they are being transferred to, and how long they are being transferred for. Forces are transferred using the terms 'assign' when passing from one commander to another, and 'attach' when joining a unit or formation. The level of authority to be exercised on transfer, including responsibility for administration and logistics, must be specified as part of the operational authority and is not determined by the use of these terms.

### Operational Command

*The authority granted to a commander to specify missions or tasks to subordinate commanders, to deploy units, to reassign forces and to retain or delegate operational control, tactical command and/or control as may be deemed necessary. It does not of itself include responsibility for administration.<sup>2</sup>*

7. Opcomd is the highest degree of operational authority that can be assigned to a subordinate commander by CJOPS. It is usually assigned for the duration of a campaign or operation. It provides the subordinate commander with the authority to task assets over the range of their capabilities without further approval being sought.
8. Only one commander will exercise opcomd of any particular force or element. A commander assigned forces under opcomd cannot further delegate opcomd, unless specified.
9. A commander assigned opcomd of forces may:
- a. specify missions and tasks as deemed appropriate
  - b. reassign forces

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2. Australian Defence Glossary.

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- c. allocate separate employment of components of assigned units
  - d. delegate tacomd, opcon or tacon to a subordinate commander
  - e. specify the requirements for the reception, staging, on-forwarding and integration of forces moving into their AO
  - f. specify reputation management requirements with their AO, including the conduct of public affairs activities.
10. While the definition of opcomd suggests that it does not of itself include responsibility for administration or logistic support, commanders holding opcomd clearly require and invariably hold a level of authority and responsibility for both administration and logistic support, and for other aspects of operational importance. Levels of authority and responsibility vary according to the environment, Service, country and circumstances.

### **Tactical Command**

*The authority delegated to a commander to specify missions and tasks to forces under their command for the accomplishment of the mission specified by higher authority.<sup>3</sup>*

11. Tacomd allows a commander freedom to task forces to achieve an assigned mission, and to group and regroup forces as required within their assigned force structure.
12. A commander assigned tacomd of forces may:
- a. specify missions and tasks provided they accord with the mission given by higher authority
  - b. allocate separate employment of components of units involved
  - c. delegate tacomd or tacon to a subordinate commander.

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3. *ibid.*

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13. Tacomd is normally the highest operational authority that can be assigned to a non-ADF commander over ADF assets in combined and/or coalition operations.

### Operational Control

*The authority delegated to a commander to direct forces assigned so that the commander may accomplish specific missions or tasks which are usually limited by function, time or location; deploy units concerned and to retain or assign tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative or logistic control.<sup>4</sup>*

14. Opcn allows the commander to direct forces in accordance with their allocated mission and tasks; that is, the authority of the commander is limited by function, time or location. The commander is not authorised to specify missions and tasks, or to group and regroup forces.
15. A commander assigned opcn of forces may:
- direct assigned or attached forces, limited by function, time or location
  - delegate opcn or tacon to a subordinate commander.

### Tactical Control

*The detailed and, usually, local direction and control of movements or manoeuvres necessary to accomplish missions or tasks assigned.<sup>5</sup>*

16. Tacon gives a commander the authority to locally direct a force or asset in such a way that it assists in the accomplishment of broader missions or tasks. Normally, tacon would not be a predesignated operational authority assigned at the operational level. Rather, it is intended to be a short-term

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4. bid.

5. bid.

authority delegated by a local tactical commander for the immediate conduct of tactical activity.

17. A commander delegated tacon may:
  - a. direct forces and assets in manoeuvres to accomplish assigned missions or tasks
  - b. delegate tacon to another commander.
18. A commander assigned tacon of forces or units must use them to accomplish the task(s) assigned by a higher commander. A commander cannot assign new missions or tasks to assets under their tacon.

**Appendix:**

1. [Australian Defence Force States of Command – Authorities and Responsibilities](#)

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# **APPENDIX 1 TO ANNEX A TO CHAPTER 2**

## **AUSTRALIAN DEFENCE FORCE STATES OF COMMAND – AUTHORITIES AND RESPONSIBILITIES**

1. The authorities and responsibilities associated with ADF states of command are summarised in [Table 2–1 on page 2A1-3](#).

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2A1-3

**Table 2-1: States of Command – Authorities and Responsibilities**

<i>At This State of Command the Commander May:</i>	<i>Full Command</i>	<i>Theatre Command</i>	<i>National Command</i>	<i>Operational Command</i>	<i>Tactical Command</i>	<i>Operational Control</i>	<i>Tactical Control</i>
Delegate full command	No	No	No	No	No	No	No
Delegate tcomd	Yes	No	No	No	No	No	No
Delegate natcomd	Yes	Yes	No	No	No	No	No
Delegate opcomd	Yes	Yes	No	No <sup>(1)</sup>	No	No	No
Delegate tacomd	Yes	Yes	No	Yes	Yes	No	No
Delegate opcon	Yes	Yes	No	Yes	No	Yes	No
Delegate tacon	Yes	Yes	No	Yes	Yes	Yes	Yes
Specify missions	Yes	Yes	No	Yes	Yes <sup>(2)</sup>	No	No
Specify tasks	Yes	Yes	No	Yes	Yes <sup>(2)</sup>	No	No
Direct forces for specified mission/task	Yes	Yes	No	Yes	Yes	Yes	Yes <sup>(3)</sup>
Deploy units	Yes	Yes	No	Yes	Yes	Yes	Yes
Reassign forces	Yes	Yes	No	Yes	No	No	No
Allocate separate employment of units	Yes	Yes	No	Yes	Yes	No	No
Assume admin responsibility	Yes	As specified	No	If specified	If specified	If specified	If specified



2A1-4

<i>At This State of Command the Commander May:</i>	<i>Full Command</i>	<i>Theatre Command</i>	<i>National Command</i>	<i>Operational Command</i>	<i>Tactical Command</i>	<i>Operational Control</i>	<i>Tactical Control</i>
<p><b>Note:</b>            Standing command authorities cannot be delegated when operating within the NATO alliance. For coalition and combined operations, commanders must confirm the appropriate delegations with each national chain of command:</p> <ol style="list-style-type: none"> <li>1. unless specified</li> <li>2. in accordance with the mission given by higher authority</li> <li>3. under local direction.</li> </ol>							



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## ANNEX B TO CHAPTER 2

# ADMINISTRATIVE AUTHORITIES

### Delegation of Administrative Authorities

1. Service chiefs retain overall administrative authority for their respective Services, which they exercise through the chain of command. In the case of forces assigned to CJOPS under tcomd arrangements, the Service chiefs exercise their administrative responsibilities through CJOPS and the operational chain of command. Therefore, the assignment of forces under tcomd includes the administrative authority for assigned forces, unless otherwise specified.
2. Tcomd also authorises CJOPS to coordinate with subordinate commanders and to approve any joint aspects of administration and support necessary to the conduct of assigned missions and tasks within theatre. Tcomd provides CJOPS with the authority to maintain discipline as a function of command, including, for example, the appointment of COs for discipline and the convening of courts-martial on matters of a joint nature.
3. Tcomd includes the authority for CJOPS to assign priorities and issue directives to the Chief of Joint Logistics for logistic support within a theatre of operations, to meet the operational requirements and scheme of manoeuvre. Tcomd also includes the authority for CJOPS, through Service chiefs and group heads, to assign priorities to other Defence supporting organisations for the support of campaigns and operations. Tcomd provides CJOPS with the administrative authority to use the resources of all forces assigned as necessary to accomplish the assigned missions and tasks.
4. When assigning forces under opcomd and tacomd, the level of administrative support required and provided must be clearly specified. In some cases, the nature and/or location of the tasking of assigned FEs may preclude the use of established procedures for the provision of support. In these cases, an FE

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may be concurrently assigned under an opcomd authority to one HQ or unit, and under an administrative authority to another.

### **Administrative Control**

*Direction or exercise of authority over subordinate or other organisations in respect to administrative matters such as personnel management, supply, services, and other matters not included in the operational missions of the subordinate or other organisations.<sup>6</sup>*

5. Adcon is the authority given to an HQ or unit to address the administrative needs of a subordinate FE. These needs include personnel management, the supply of equipment and other stores, and other administrative matters that are not included in the operational missions of the subordinate FE.

### **Local Administration**

*Administration controlled by a local commander and related specifically to the troops or to the operation in the commander's area.<sup>7</sup>*

6. Local administration is conducted by a local commander, who may be assigned administrative authority over all FEs within their local area. Local administration may involve the following:
- a. area discipline and administrative sanctions
  - b. the provision of services and administration, such as accommodation, water, light and power; the care and wellbeing of personnel, including rationing, hygiene and sanitation, fire protection, and the maintenance of barracks and camps; and the supervision of stores accounting and internal checking
  - c. the allocation of ranges, training areas and recreation facilities
  - d. the local movement of personnel and materiel

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6. Australian Defence Glossary.

7. bid.

- e. local road traffic control and movement
  - f. security, including preventative measures against vandalism and theft
  - g. honours and awards
  - h. the supervision and maintenance of safety
  - i. the allocation of any local pool of labour and unit transport
  - j. the allocation of local duties.
7. For example, an infantry battalion located at an RAAF base may be assigned under the air base commander for local administration. In this case, the infantry battalion would be administered by the air base commander for local administrative issues and for the duration of its time in location only. Other administrative issues, such as those requiring action over a longer term than the duration of the battalions stay at the RAAF base, would remain the responsibility of the HQ or unit assigned adcon of the infantry battalion.

### Technical Control

*The provision of specialist and technical advice by designated authorities for the management and operation of forces.<sup>8</sup>*

8. Techcon generally constitutes advice on operating and maintenance matters, is normally retained within each Service and is not usually delegated. *ADDP 00.1, Command and Control* provides guidance for the application of techcon as follows:
- a. Techcon is exercised by capability managers or by designated authorities through the capability manager.
  - b. For forces assigned to operations, techcon is exercised through CJOPS, where it directly affects operations only.

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8. *ibid.*

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- c. Techcon advice may not be modified but may be rejected<sup>9</sup> in part or in total by a commander in consideration of operational factors.<sup>10</sup>
9. Techcon is an administrative authority used to modify or clarify the C2 relationship between FEs and functional commands. Under the higher C2 arrangements initiated by Adaptive Army, there is potential for the responsibility for techcon to become a complex and confusing issue. Common understanding needs to be based on the following:
- a. *What is a Technical Matter?* Based on [ADDP 00.1, Command and Control](#), a technical matter may be described as the specialised and professional operating procedures and policies essential to the appropriate management and operation of a capability. In practice, this may represent any issue on which the capability manager deems it necessary to provide specialist advice to the gaining commander.
  - b. *Who is the Technical Authority for a Capability (or Sub-system)?* The technical authority resides with the formation, unit or individual delegated by the CA to operate the capability.
  - c. *Technical Responsibilities for Deployed Forces.* Responsibility should be agreed during planning and clearly represented in Army's force assignment order as a C2 relationship between the capability owner and the gaining command as part of the delegation of authority.

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9. Data associated with the decision to reject technical advice should be captured to record 'who, what, when, why' and how often technical advice is rejected, and the mitigation that is implemented.

10. A post-operation review should be conducted.

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## ANNEX C TO CHAPTER 2

# SUPPORT ARRANGEMENTS

### Direct Support

*The support provided by a unit not attached to or under the command of the supported unit of formation, but required to give priority to the support required by that unit or formation.<sup>11</sup>*

1. An FE that is tasked to provide priority support to another FE that is not under the same commander is in direct support of the supported unit.
2. A unit in direct support cannot be tasked to provide the same resource under direct support to more than one formation. While tasked in direct support, the unit is not attached to or under command of the supported unit but remains under command of its parent formation. The support may be withdrawn only with the agreement of the supported force or on direction from a superior authority. Planning and tasking remains with the supporting force's parent command. The support provided would usually include the provision of advice, liaison and communications.
3. The following are examples of direct support:
  - a. Armed reconnaissance helicopters from an Army aviation regiment may be in direct support of a brigade for a specific task, such as a river crossing.
  - b. A maritime patrol aircraft may be tasked in direct support of a maritime task group for anti-surface warfare or anti-submarine warfare operations.

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11. Australian Defence Glossary.

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## In Support Of

*Assisting another formation, unit or organisation while remaining under the initial command.<sup>12</sup>*

4. 'In support of' is the lowest level of control and does not confer on the supported HQ any responsibility or authority for administration or movement of the supporting unit. The commander of the supporting force assigns priority to the support given in accordance with their own judgement or advice given by the supported force. For example, a naval surface combatant may be assigned in support of an Army unit for naval gunfire support during an assault conducted by that Army unit.

## Supported and Supporting Commanders

5. It is essential to prioritise and coordinate FEs across a variety of tasks to achieve joint effects. A useful way for a superior commander to do this is by assigning supported or supporting commanders and designating the main effort (ME) in each phase of an operation.
6. Supported commanders have primary responsibility for all aspects of an assigned task and are allocated resource priority. Supported commanders must indicate to supporting commanders their specific mission requirements and associated coordinating instructions.
7. Supporting commanders provide forces, equipment, logistics or other support to a supported commander. They must advise the supported commander on the availability and most appropriate employment of their assets. Supporting commanders under an 'in direct support' arrangement are responsible for completing the mission/tasks allocated to them by the supported commander. Supporting commanders under an 'in support of' arrangement may prioritise their own missions/tasks; however, they must use any remaining capacity to assist the supported commander's mission/tasks.

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12. bid.

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## Emerging Doctrine

8. The support arrangements detailed in [paragraph 5](#) to [paragraph 7](#) are those currently accepted by the ADF for joint operations. As support relationships define specific relationships and responsibilities between supporting and supported units, including priority of support and liaison and communications responsibilities, it is important that such arrangements are able to cover all support-oriented circumstances. Several NATO terms for generic support relationships have common applicability to Army in the single-Service environment. NATO is likely to replace or expand on the definitions of direct support and 'in support of' in the joint environment at some time in the future. For Army, their applicability may extend to fire support, engineers, aviation and the logistic corps. Therefore these terms and their definitions are provided, as follows, for consideration by the relevant staffs and should be observed in addition to the ADF support arrangements detailed in [paragraph 5](#) to [paragraph 7](#):
- a. *Direct Support.* A unit in direct support of a specific unit or force gives priority of support to that unit or force. The supporting unit takes support requests directly from the supported unit or force and normally establishes liaison and communications. The supporting unit also provides advice to the supported unit. A unit in direct support has no command relationship with the supported unit or force.
  - b. *General Support.* A unit in general support (GS) provides support to the total force, not to any particular subdivision. Subdivisions cannot directly request support from a GS unit. Only the supported force HQ determines priorities and assigns missions or tasks to the GS unit. A GS unit has no command relationship with the supported unit or force. It is usually used for artillery, engineering, logistics or aviation units.
  - c. *General Support–Reinforcing.* A GS–reinforcing unit's primary mission is to provide support to the total force. Its secondary mission is to provide reinforcing support to a

like force with any residual capacity that is not being used by the total force. A GS-reinforcing unit has no command relationships with the supported unit or force.

- d. *Reinforcing.* One unit can provide reinforcing support to a like unit. A reinforcing support unit has no command relationship with the supported unit, but the supported unit can rely on that support.

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## CHAPTER 3

### LIAISON

*Liaison: That contact or intercommunication maintained between elements of military forces to ensure mutual understanding and unity of purpose and action.<sup>1</sup>*

#### SECTION 3-1. INTRODUCTION

- 3.1** Strong relationships with flanking units, supported and supporting military forces, other government agencies, non-government organisations (NGOs), and other nations/coalition partners are critical to effective C2. Liaison is the most commonly employed technique for establishing and maintaining close, continuous physical communication between commands.
- 3.2** Liaison supports the staff functions of maintaining situational awareness, coordination and monitoring. Effective liaison ensures the following:
- a. enhanced situational awareness
  - b. cooperation and understanding between commanders and staffs of different HQ and/or elements
  - c. coordination on tactical matters to achieve unity of effort
  - d. an understanding of implied or inferred coordination measures to achieve synchronised results.
- 3.3** Liaison is normally effected with an LO, and the identification and employment of these LOs is a critical function of all formation HQ.

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1. Australian Defence Glossary.

### Historical Example: Montgomery's Use of Liaison Officers in the Eighth Army



*FM Montgomery was perhaps the most creative user of such liaison officers in World War II. He selected and integrated into his personal staff a small group of young combat veterans. With Montgomery's authority to go anywhere and see anything, these liaison officers travelled extensively, gathering and reporting information. Many returned at night to Montgomery's command post to provide firsthand accounts of their insights. The responsibilities of Montgomery's officers extended beyond gathering information; they could interrupt normal signal traffic with their reports, and they routinely interacted with senior generals and politicians. Moreover, Montgomery authorized them to ask pointed questions of senior officers who appeared incapable of executing their prescribed tasks. This system allowed him to keep the pulse of British, American, Canadian, and Polish formations under his command.<sup>(1)</sup>*

**Note:**

1. Scales, Robert H. Jr 2008, 'Trust not technology, sustains coalitions', *Parameters*, Winter 1998.

### 3.4 Chapter Aim. The aim of this chapter is to describe the duties and responsibilities of LOs.

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**3.5 Chapter Scope.** The scope of this chapter is as follows:

- a. liaison protocols
- b. the LO
- c. unit responsibilities
- d. selection and preparation.

## SECTION 3-2. LIAISON PROTOCOLS

- 3.6** LOs are best employed through reciprocal agreements between higher, lower, supporting, supported and adjacent organisations, that is, each organisation sending an LO to the other. This exchange of LOs is both necessary and routine.
- 3.7** When reciprocal liaison is not possible, the following protocols apply to the establishment of liaison:
- a. Higher echelon units establish liaison with lower echelons (eg, from JTF to combat brigade).
  - b. Units on the left establish liaison with units on their right (geographically between like organisations).<sup>2</sup>
  - c. Supporting units establish liaison with units they support (eg, from 16 Bde or 17 Bde to Cbt Bde HQ).
  - d. Units not in contact with the enemy establish liaison with units that are in contact.
  - e. During a relief-in-place, the relieving unit establishes liaison with the unit being relieved.
  - f. Military forces establish liaison with non-military agencies.
- 3.8** If liaison is broken, both units act to re-establish it. However, the primary responsibility rests with the unit originally responsible for establishing liaison.

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2. This protocol is the accepted NATO practice.

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- 3.9** Some types of operations are more complex and therefore require a higher level of liaison. These operations include deployment, joint and multinational operations, and operations undertaken in concert with NGOs or other civilian agencies. *ADDP 00.3, Multinational Operations* and *ADDP 00.9, Multiagency Coordination – Defence’s Contribution to Australian Government Responses* provide additional detail.

## SECTION 3-3. THE LIAISON OFFICER

### Primary Responsibilities

- 3.10** Commanders and staff of both sending and receiving units<sup>3</sup> must be kept informed of the other’s activities and perspectives. Therefore the primary responsibility of an LO is to maintain the flow of information between the two HQ, thereby enhancing command situational awareness and fostering effective inter-formation relationships. LOs allow a commander to cut through the mass of reported information provided by the formal reporting system and focus on obtaining accurate and timely information and intelligence on key issues. LOs are also responsible for assisting with coordination and monitoring functions.
- 3.11** In addition, LOs provide advice and other assistance to the receiving unit. In providing this advice, LOs must be clear about articulating what the sending unit is capable of and prepared to do, and the methods it finds acceptable or unacceptable.

### Tasks

- 3.12** The details of an LO’s tasks and processes used to fulfil the primary responsibilities described in [paragraph 3.10](#) to

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3. The unit to which the LO normally belongs is the sending unit, and the unit to which the LO is being attached is the receiving unit.

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paragraph 3.11 will vary based on the elements involved and the mission. A LO's tasks can include:

a. general:

- (1) promoting cooperation between the sending and receiving unit
- (2) remaining informed of the sending unit's current situation and providing that information to the receiving unit's commander and staff
- (3) expeditiously informing the sending unit of the receiving unit's upcoming missions, tasks and orders
- (4) keeping accurate and comprehensive records (including details of key POCs)

b. for the receiving unit:

- (1) facilitating an understanding of the sending unit commander's intent, aims, objectives, mission and plans
- (2) attending conferences at the receiving unit's HQ
- (3) representing the sending unit during planning at the receiving unit's HQ and advising on mission phasing and planning processes, time lines and requirements
- (4) advising the receiving unit's HQ of the sending unit's perspectives, including available capabilities, limitations and freedoms of action
- (5) assisting in providing clarity regarding different terms, acronyms, cultural differences and language
- (6) de-conflicting and coordinating assets and support
- (7) de-conflicting missions and movements to prevent fratricide or other undesirable outcomes

- 
- (8) supporting/facilitating operational and administrative support requirements
  - (9) informing the receiving unit's commander or COS of the content of reports transmitted to the sending unit
- c. for the sending unit:
- (1) helping the sending unit's commander assess current and future operations
  - (2) attending sending unit conferences and briefings when available
  - (3) accompanying the sending unit's commander when they visit the receiving unit
  - (4) conveying orders and future intentions of the receiving unit's HQ
  - (5) advising the receiving unit's commander's assessment of combat effectiveness of own formations or units
  - (6) notifying the sending unit promptly if unable to accomplish the liaison mission.

### **Liaison Officers and Command Arrangements**

**3.13** As a key appointment an LO remains responsible to, and under the command of, the sending unit commander. An LO is usually tasked by the COS or brigade major. At the receiving unit LOs should be fully integrated into the staff where possible, and are generally responsible to the COS.

**3.14** While LOs are generally authorised to interact with any member of the staff of either HQ, they should exercise tact and diplomacy, and wherever possible observe the chain of command and established staff functions. They should achieve their tasks without becoming actively involved in the receiving unit's staff procedures or actions, and attempt to resolve issues within the receiving unit before involving the sending unit.

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## SECTION 3-4. UNIT RESPONSIBILITIES

- 3.15** Both the sending and receiving units have liaison responsibilities as described in the following paragraphs.
- 3.16 Sending Unit Responsibilities.** The sending unit's most important tasks are selecting the members best qualified for liaison duties and preparing them appropriately. The selection and preparation of LOs is discussed later in this chapter. Sending units are also responsible for the following:
- a. arranging appropriate security clearances
  - b. providing communications equipment for the LO's communication back to the sending unit
  - c. movement support for transit between the sending unit and the receiving unit
  - d. providing personal weapon and ammunition, protective equipment, and other equipment as required.
- 3.17 Receiving Unit Responsibilities.** The receiving unit's responsibilities include:
- a. ensuring that the LO has access to the commander, the COS and other members of the staff
  - b. providing the LO with an initial briefing on arrival, and allowing the access necessary for the LO to maintain their situational awareness
  - c. implementing force protection measures for the LO while at the receiving unit
  - d. providing access to communications equipment when the LO needs to communicate with the receiving unit's subordinate elements
  - e. providing appropriate office support to the LO
  - f. provision work space for the LO
  - g. providing administrative and logistic support to the LO.

- 
- 3.18** Detailed procedures for attachment and detachment of LOs will be provided in SOPs.

## **SECTION 3-5. SELECTION AND PREPARATION**

### **Considerations for the Selection of Liaison Officers**

- 3.19** A trained, competent, trusted and informed LO is the key to effective liaison; therefore selection of an appropriate LO is critical. In general terms, the individual that the HQ least wants to lose is the ideal member to be detached as an LO. Considerations for selecting an appropriate LO are outlined in the following paragraphs.
- 3.20 Having the Trust of the Commander.** As they represent their commander, LOs must be able to:
- a. understand how their commander thinks and interpret the commander's messages
  - b. convey their commander's intent and guidance, mission, and conops
  - c. represent their commander's position.
- 3.21 Credibility and Experience.** The professional capabilities and personal characteristics of an effective LO encourage confidence and cooperation with the commander and staff of the receiving unit. To that end, LOs must:
- a. know the sending unit's mission; SOPs; tactics, techniques and procedures (TTP); organisation; capabilities; and communications equipment
  - b. appreciate and understand the receiving unit's SOPs, TTP, organisation, capabilities, mission, doctrine, staff procedures and customs
  - c. be capable of discriminating between which information is significant and which is not
  - d. observe the chain of command and established staff functions

- 
- e. be of sufficient rank to represent their commander effectively to the receiving unit's commander and staff.<sup>4</sup>

**3.22 Practicalities.** The LO must:

- a. be a strong communicator with sound interpersonal skills
- b. be proficient in the language used by the receiving unit HQ or ensure that an interpreter is available
- c. have clearance for access to communications and material of the appropriate classification consistent with their duties.

**Preparation of a Liaison Officer**

**3.23** In preparing an LO, the following issues are to be addressed:

- a. the purpose for, and requirements of, the particular liaison mission/task
- b. the LO's reporting requirements and protocols
- c. the commander's intentions, conops and ROE
- d. issues in regard to current operations and future plans
- e. cultural, language and/or other specific training
- f. security clearances.

**3.24** The sending unit must confirm arrangements for liaison with the receiving unit. In particular, it should confirm that the receiving unit's HQ will provide access to commanders, necessary 'in' briefings and any other information relevant to the liaison duties.

**3.25** In addition, the sending unit should ensure that administrative and support requirements have been addressed. In the majority of cases, the necessary support will be provided by the receiving unit.

**3.26** Detailed checklists for the preparation of LOs will be included in SOPs. An example is provided in [Annex A](#).

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4. The default rank of LOs for given situations will be detailed in SOPs.

**Annex:**

- A. Liaison Officer Checklist

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## ANNEX A TO CHAPTER 3

### LIAISON OFFICER CHECKLIST

1. Before departing the sending unit, LOs should:
  - a. confirm the commander's messages and requests for information/intelligence
  - b. be briefed by the operations, intelligence, CSS, JFECC<sup>5</sup> and plans cells on current and future operations
  - c. obtain copies of relevant orders, plans, target lists, traces and key documentation
  - d. have all correspondence designated for the receiving HQ
  - e. confirm all movements arrangements
  - f. ensure that both sending unit and receiving unit HQ are informed of their departure time, intended route, rendezvous location, estimated time of arrival and, if applicable, estimated time of return
  - g. visit all sending unit staff elements to confirm liaison tasks
  - h. acquire appropriate identification documentation (including a passport as required)
  - i. have an appropriate CIS and other specialised equipment
  - j. have obtained a copy of the communications and electronics operating instructions.
  
2. On arrival at the receiving unit, LOs must report their arrival to the sending unit's HQ.

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5. A commonly used abbreviation for the joint fires and effects coordination centre.

3. On return to the sending unit's HQ, LOs must:
  - a. brief the commander on the outcomes of the liaison activity
  - b. deliver any messages sent from the receiving unit
  - c. visit all sending unit staff elements to provide updates and other relevant information.

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## CHAPTER 4

### PLANNING

#### SECTION 4-1. INTRODUCTION

- 4.1** Effective planning is a prerequisite for the successful conduct of campaigns and operations. In planning, the essence of the commander's role is to achieve integration and synchronisation between the elements of their command in order to accomplish the mission. The commander should not be caught up in the detail that is inevitable at formation level and above.
- 4.2** Consequently, a fundamental responsibility of the staff is to plan. The authoritative reference for the conduct of planning in Army is *LWD 5-1-4, The Military Appreciation Process*. Additional information on planning is provided in *ADDP 5.0, Joint Planning* and *LWD 5-0, Planning*.
- 4.3** **Chapter Aim.** The aim of this chapter is to describe the staff officer's role in planning.
- 4.4** **Chapter Scope.** The scope of this chapter is as follows:
- a. planning
  - b. plans
  - c. the MAP
  - d. types of MAPs.
- 4.5** Planning is an activity of the mind guided by a process. It is a fundamental responsibility of command, and plays an essential part in supporting command decision-making. Planning is a means to the commander's end, not an end in itself. As such, planning by the staff is driven by the commanders.
- 4.6** Planning by the staff is a problem-solving activity focused on generating a plan – a set of executable actions. It involves clearly identifying the end state and objectives to be achieved, identifying and selecting a preferred COA, describing how the

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COA is to be prosecuted, and identifying the resources that will be required.

- 4.7** Planning to support the commander's objectives must be collaborative and iterative. It must also be integrated in order to coordinate action toward a common purpose by all elements of the force. Integrated planning is facilitated by the assignment to the planning team of personnel with an appropriate level of knowledge of their role or respective organisation.
- 4.8** Planning is discussed in more detail in *LWD 5-0, Planning*.

## SECTION 4-2. PLANS

- 4.9** Good plans seek to achieve objectives efficiently and economically, and retain a clear focus on the demands that will be placed on those who will execute them. The most effective plans are comprehensive, clear, concise and direct.
- 4.10** There are a number of types of operational plans, which can be categorised as follows:
- a. main plans
  - b. contingency plans
  - c. supporting plans.
- 4.11 Main Plans.** A main plan focuses on achieving the mission and describes all actions relating to that end. Where detail is abundant or applicable only to a specialist field, it should be assigned to an annex of the plan or to a supporting plan. However, an overview of a supporting plan may be included in the main plan.
- 4.12 Contingency Plans.** Contingency plans may be issued to address situations or events that may arise in the course of implementing a plan. They allow units to prepare, plan and train for a contingency, thereby ensuring a better and faster reaction. A contingency plan and its associated appreciation must be reviewed regularly to ensure that assumptions and deductions

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remain valid. Contingency plans are routinely branches or sequels to the main plan.

- 4.13 Supporting Plans.** Supporting plans address operational, logistic or administrative issues in support of the main plan. They allow the scope and detail of the main plan to be reduced and are developed in parallel with the main plan. They must be reviewed and checked against the main plan at all stages of development. The commander to whom support is to be provided must endorse each supporting plan.

## SECTION 4-3. THE MILITARY APPRECIATION PROCESS

- 4.14** The MAP (see [Figure 4–1](#)) is a decision-making and planning tool applicable at all levels that can be used to develop a tactical plan in response to a given situation across the spectrum of operations. By its nature it is command led, iterative and cyclical. The MAP can be applied individually, collectively and within a joint environment, with the choice of method based on available time, resources (staff, subordinates and information) and operational circumstances. Detailed information and guidance on the MAP should be sought from [LWD 5-1-4, The Military Appreciation Process](#).
- 4.15** The MAP consists of the following six components:
- a. preliminary analysis
  - b. intelligence preparation of the battlespace (IPB)<sup>1</sup>
  - c. mission analysis (MA)
  - d. COA development
  - e. COA analysis
  - f. decision and execution.

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1. IPB is a continuous process that supports all other components of the MAP.

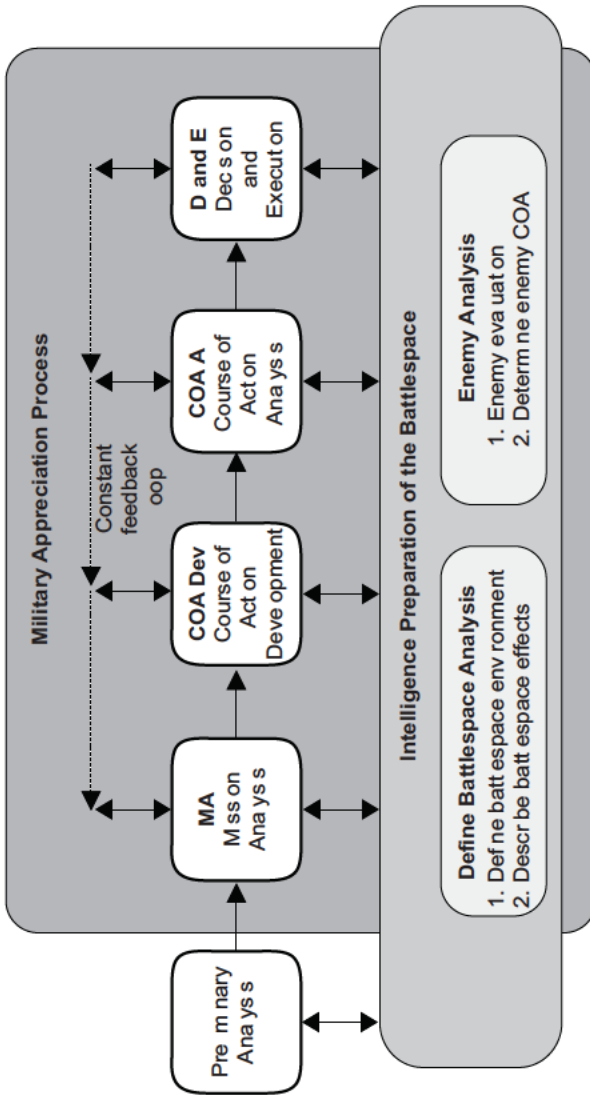


Figure 4-1: The Military Appreciation Process

- 4.16 The Staff Military Appreciation Process.** The staff military appreciation process (SMAP) is a detailed, thorough and time-intensive process used when adequate planning time and sufficient support staff are available to thoroughly examine numerous friendly and enemy COA. Typically, this occurs in the preparation of operational plans, when planning for an entirely new mission and during staff training designed specifically to teach the SMAP.
- 4.17 The Commander's Role.** The staff should expect that the commander will undertake an individual MAP, commonly known as an IMAP, concurrent with an SMAP. The IMAP allows a commander to:
- a. integrate their personal knowledge of a situation (including the results of any reconnaissance and personal discussions with higher commanders) with their intuition and experience
  - b. develop their own commander's intent
  - c. confirm the guidance to be provided to the staff at key points in the staff planning cycle
  - d. influence the direction the staff will take when solving the problem at hand
  - e. allow reorientation of staff planning if and when required.

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## CHAPTER 5

### BRIEFING

#### SECTION 5-1. INTRODUCTION

- 5.1** Faced with the need for accuracy, thoroughness and attention to detail on one hand, and brevity and speed on the other, a specialised type of verbal presentation – the military brief – has evolved. A brief is used to present selected information to commanders, staff or other designated audiences.<sup>1</sup> Presentation of an effective brief is a critical skill for all staff officers.
- 5.2** Briefing supports the staff functions of maintaining situational awareness, information management, making recommendations, and developing plans and orders.
- 5.3** **Chapter Aim.** The aim of this chapter is to describe the verbal brief, and detail the considerations, tools and templates used for effective verbal briefs.
- 5.4** **Chapter Scope.** The scope of this chapter is as follows:
- a. briefing fundamentals
  - b. preparation for briefing
  - c. the conduct of briefs
  - d. specific briefing formats.

#### SECTION 5-2. BRIEFING FUNDAMENTALS

##### Overview

- 5.5** The principles and techniques of effective public speaking apply to briefs in the same way as to any other type of

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1. Detail on written briefs is provided in the *Defence Writing Manual* and SOPs.

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presentation. The subtlety of briefing is the requirement to inform, explain and persuade effectively but succinctly. Briefs are particularly suited to the staff environment for the following reasons:

- a. They save time for all concerned.
  - b. They facilitate expedient clarification of the issue at hand.
  - c. They reduce decision response time.
- 5.6** Good briefs are characterised by accuracy, brevity and clarity. This 'ABC of Good Briefing' must be considered throughout the preparation and conduct of all briefs.
- 5.7** Briefs are designed for the following specific purposes:
- a. to impart information (information brief)
  - b. to obtain a decision (decision brief), or
  - c. to exchange information (staff brief).

### **Information Brief**

- 5.8** The purpose of the information brief is to keep the commander abreast of the current situation or to supply specific requested information. It does not require a decision. The desired outcome of an information brief is comprehension and understanding of the subject matter.
- 5.9** The information brief deals only with facts. It does not include assumptions, risks and opportunities, and usually does not include conclusions or recommendations.

### **Decision Brief**

- 5.10** The purpose of a decision brief is to obtain an answer to a question, or a decision to take a COA. The desired outcome of a decision brief is clear direction on which action to take.
- 5.11** A decision brief requires the presentation of all feasible COAs, including their advantages, disadvantages, assumptions, risks and opportunities.

## Staff Brief

- 5.12** The purpose of a staff brief is to facilitate rapid oral dissemination of information to a group of people (the staff, or a selection of the staff). It is used at all levels to keep the commander and staff informed of the current situation. The desired outcome of a staff brief is a common situational awareness and coordinated, unified staff action.
- 5.13** A staff brief may involve an exchange of information, the announcement of decisions, the issuing of directives or the presentation of guidance. Often each staff branch or group will be called on to present information pertinent to their particular area of responsibility. In particular, staff officers should present matters that might pertain to, or require coordinated action by, other elements/sections of the staff.
- 5.14** In larger HQ or units, staff briefs are normally conducted in accordance with a specified battle rhythm. The scheduling/frequency of staff briefs, the nature of the information presented, the sequence of the briefing and so on will be described in SOPs.

## SECTION 5-3. PREPARATION FOR BRIEFING

- 5.15** While some of the content will vary depending on the type of brief being conducted, the following preparatory steps are common to all briefs:
- a. *Step 1 – Understand the Audience.* It is important to know who will be receiving the brief, including:
    - (1) how many people will be briefed
    - (2) the position/role of those being briefed
    - (3) the audience's expectations from the brief.
  - b. *Step 2 – Determine the Purpose.* The purpose of the brief will have a critical impact on the content and style. In particular, it is important to understand what is needed from the commander at the completion of the brief.

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- c. *Step 3 – Consider the Facilities.* It is important to understand where the briefing is to be delivered. The following factors should be considered:
- (1) the amount of space available
  - (2) whether the briefing location is separated from the ongoing HQ activities
  - (3) the ICT<sup>2</sup> support that is available
  - (4) the security implications
  - (5) the furniture that is available.
- d. *Step 4 – Develop the Content.* The information for the briefing should be collected and arranged according to the audience, the purpose of the briefing and the 'ABC'. The information must be orderly, objective, honest, clear, concise and complete. Pertinent facts, positive or negative, are to be presented, while the presentation of redundant/repetitive information is to be avoided. Visual aids to support the information must be prepared.
- e. *Step 5 – Rehearse, Rehearse, Rehearse.* The importance of rehearsal cannot be overstated. Effective briefing will rarely be possible unless adequate/appropriate time is allocated for rehearsal. It is critical that a reverse time analysis is completed to ensure that sufficient time is allocated to rehearsal.

## SECTION 5-4. CONDUCT OF BRIEFS

### Overview

- 5.16** The success of a brief is directly affected by the manner in which it is presented. A confident delivery, clearly enunciated and obviously based on a full knowledge of the subject, helps

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2. A commonly used acronym for information and communications technology.

convince the audience that the brief has merit. When delivering a brief a staff officer should:

- a. exhibit confidence, enthusiasm and sincerity
- b. maintain a relaxed but military bearing
- c. use appropriate gestures, move about naturally, and avoid distracting mannerisms.<sup>3</sup>

### **Briefing Tips**

- 5.17 Know the Subject.** Avoid reading the brief, and minimise the reference to notes. Be able to expand on the information presented, and be prepared to further justify any recommendations.
- 5.18 Expect Interruptions.** Be prepared for interruptions and questions at any point during the briefing. When interruptions occur, you should answer questions completely before moving on. At the same time, do not be distracted from rapidly resuming the planned sequence of the briefing.
- 5.19 Answering Questions.** Understand questions before attempting to answer them. If you do not know the answer, say so and offer to provide an answer later.
- 5.20 Information Sources.** Be aware of and/or familiar with the sources of your information.
- 5.21 Presentation Support.** Understand your presentation support systems, whether they are ICT-enabled or hard copy.

## **SECTION 5-5. SPECIFIC BRIEFING FORMATS**

- 5.22 Planning Briefs.** The MAP requires briefs at key stages. Detailed guidance on the content and conduct of these briefs is described in *LWD 5-1-4, The Military Appreciation Process*. Additional information on the content and conduct of briefs in support of planning will be provided in SOPs.

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3. It is important to understand the commander and their preferences with regard to the presentation of briefs.

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**5.23 Ground Orientation Brief.** Any plan or order should be preceded by a briefing of the ground over which the operation will be conducted (see [Annex A](#)). A ground orientation brief is based on information drawn from the IPB stage of the MAP, and provides a description of the terrain and vegetation against the following:

- a. **O** = Observation and fields of fire
- b. **C** = Concealment and cover
- c. **O** = Obstacles
- d. **K** = Key and decisive terrain
- e. **A** = Avenues of approach.

**5.24 Situation Brief.** The situation element of any brief (or orders group [O Gp]) ensures that all participants have a common understanding of the current and projected situation, and understand the operational context. This contributes to their understanding of the commander's intent and the development of subordinate MAPs and consequent orders. A template for a situation brief is provided in [Annex B](#).

**5.25 Concept of Operations Brief.** The conops brief is a detailed verbal statement of a commander's intent, mission and scheme of manoeuvre. It must encompass purpose, method and end state. It can be used to communicate a specific plan to a superior commander, to the staff, to the commander of a flanking unit or formation, or to the supported commander. The brief may be supported by an overlay that details groupings, missions and tasks, dispositions, and control measures. A template for a conops brief is provided in [Annex C](#).

### **Annexes:**

- A. [Ground Orientation Brief Template](#)
- B. [Situation Brief Template](#)
- C. [Concept of Operations Brief Template](#)

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## ANNEX A TO CHAPTER 5

### GROUND ORIENTATION BRIEF TEMPLATE

1. A ground orientation brief is best presented in a position which commands a good view of the ground. The briefer may stand behind the group so that the view may be seen by all. As the brief is conducted, it may be necessary to move the group in order to afford them a better view of the area of interest (AI). The following sequence should be used to conduct the brief:
  - a. *Current Location*. Indicate your present location using an identifiable point (feature name or objective number) and giving the grid reference.
  - b. *Indicate North*. Indicate the direction of north using a prominent feature or landmark.
  - c. *Area of Interest*. Identify and describe the extremities of the AI.
  - d. *Area of Operations*. Identify and describe the immediate AO.
  - e. *Identify Essential Areas*. Using the OCOKA construct (see [Chapter 5](#)), describe the area from left to right and near to far. This technique ensures that the group sweeps over the area only once. Using the clock ray or angular measurement methods (see [paragraph 3](#) and [paragraph 4](#)) in conjunction with reference points, indicate:
    - (1) mobility corridors, the going, decisive terrain, key terrain, engagement areas, routes and major obstacles
    - (2) enemy locations, approaches, objectives, axes and withdrawal routes
    - (3) own troop locations, boundaries, approaches and axes

- 
- (4) any other feature or area that will assist in understanding the ground.
2. Reference points and locations or items of interest are described in accordance with the sequence depicted in Figure 5-1.

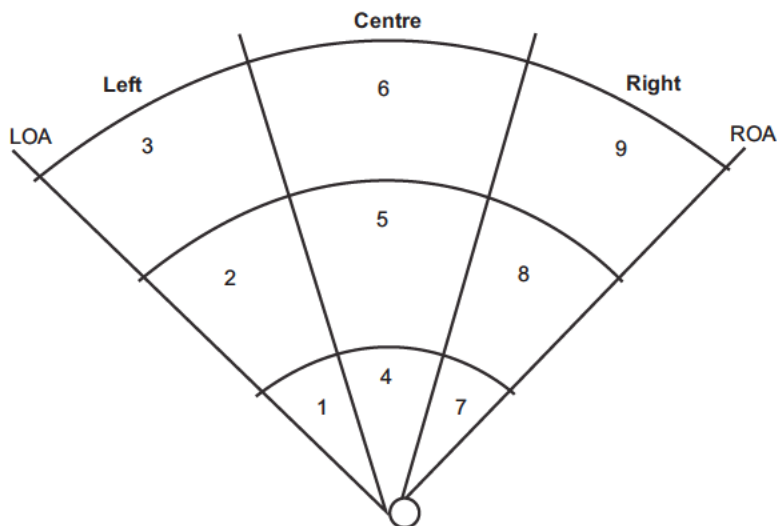


Figure 5-1: Ground Orientation Brief Sequence

### Other Methods

3. **Clock Ray Method.** During indication it is imagined that there is a clock face standing up (vertical) on the landscape with its centre on the reference point. To indicate a target, proceed as follows:
- give the range to the target
  - nominate the reference point
  - imagine the reference point as the centre of the vertical clock face

5A-3

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- d. shoot a line from it to the target; state the direction 'right' or 'left' and 'time' (to the nearest hour)
  - e. describe the target.
- 4. Angular Measurement Method.** With an outstretched arm, use the following angles in conjunction with a reference point:
- a. one finger – 20 mils
  - b. two fingers – 40 mils
  - c. between third and fourth knuckles – 50 mils
  - d. clenched fist – 150 mils
  - e. fingers fully splayed – 350 mils.

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## ANNEX B TO CHAPTER 5

### SITUATION BRIEF TEMPLATE

1. **Battlespace Description.** This section describes the battlespace in which the operation will be conducted. It includes details of the AO and AIs, along with key environmental factors such as natural features and terrain, artificial infrastructure limitations, and expected weather effects.
2. **Enemy.** The enemy section should give clear guidance as to the threat's intentions, capabilities and vulnerabilities. The threat's most likely course of action (MLCOA) and most dangerous course of action (MDCOA) must be described in terms of the likely mission, force composition (particularly tanks and artillery), locations and timings. The use of CBRN should be mentioned, if it is probable. By convention, the last threat to be listed is the expected air and maritime threat.
3. **Other Stakeholders.** This section describes other stakeholders who may have an impact on or be impacted by the operation. These stakeholders could include civilians, refugees, neutral parties, other government agencies, the media and NGOs. These stakeholders should be described in terms of their objectives, composition, attitude towards friendly forces and MLCOA.
4. **Friendly Forces.** This section provides the context within which the operation will be conducted. Commander's intent is particularly important. The following information must be provided:
  - a. the higher commander's intent two-up
  - b. the mission, intent and conops, including the ME one-up
  - c. information about higher and flanking formations, especially if their task and purpose will affect the subordinates' operations

- d. descriptions of the attachments and detachments (reference to the task organisation [TASKORG] can support this section of the brief).

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## ANNEX C TO CHAPTER 5

# CONCEPT OF OPERATIONS BRIEF TEMPLATE

1. The conops is a written or graphic statement elaborating on the commander's intent. It describes, in broad outline, how the commander proposes to undertake the operation; who will be assigned to achieve it (without allocating missions); where and when it is to be achieved (in order for subordinates to understand the role they have to play in the operation); and the effects they have to achieve. A conops must address the total battlefield framework in a clear and logical sequence by providing a narrative of the scheme of manoeuvre, with particular emphasis on the ME, usually by phases, from the beginning of the operation to the end state.
2. The sequence for a conops brief is as follows:
  - a. *Changes to the Main Effort.* State any changes to the MA as a result of reconnaissance.
  - b. *Assumptions.* State the assumptions used for planning.
  - c. *Situation.* State where the assessment differs from that discussed in the situation brief:
    - (1) enemy's tactical objectives
    - (2) enemy's MLCOA and MDCOA.
  - d. *Mission.* State the 'who, what, when, where and why'. This gives the task and purpose, confirmed or modified by MA.
  - e. *Execution.* This part of the brief covers:
    - (1) *Commander's Intent.* This must include the purpose, method and end state (see [Appendix 1](#)).
    - (2) *Scheme of Manoeuvre.* State how forces will be manoeuvred to achieve the desired shaping of the enemy, and chronologically describe how the

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battle will occur by phase/stage. Describe the concept for phasing, broad functional groupings and how each group will be employed to achieve the desired end state.

- (3) *Main Effort*. State the ME for the group or an ME for each phase. The ME is the concentration of fighting power at a particular area and time where a commander seeks to bring about a decision. All activities within an organisation aim to support or reinforce the ME, and it is the primary focus toward the achievement of the commander's intent. It is normally expressed in terms of a force or an effect (conduct of breach, breach force, assault combat team/Combat Team A etc.) and should be focused on the enemy's centre of gravity (COG) or on objectives that are most likely to defeat the enemy's plan. The ME attracts supporting efforts from all FEs and complementary MEs from BOSs.
- (4) *Supporting Battlespace Operating System Concepts*. This should include:
- (a) *Intelligence, Surveillance and Reconnaissance*. Describe your ISR and counter-ISR concepts, including timings, methods of sustainment, ability to surge and how assets will be supported.
- (b) *Offensive Support*. Describe the battlefield OS/fire support tasks, by phase, and what will be achieved with the primary elements of this BOS, specifically indirect fire, attack helicopters and close air support. Use the EPPAR format:
- (i) **E** = Effect
- (ii) **P** = Purpose (on the enemy)

- (iii) **P** = Priority
  - (iv) **A** = Allocation
  - (v) **R** = Restrictions.
- (c) *Mobility and Survivability.* Describe the battlefield effect intended for mobility and survivability assets. The priority of effort will either be mobility, countermobility or survivability, and is expressed in these terms with respect to the ME.
- (d) *Air Defence.* Describe the battlespace effect required from both passive and active AD assets.
- (e) *Information Operations/Deception.* Describe the target (what level enemy commander are you attempting to influence?); the theme (what is the scenario you are attempting to depict?); and the effect (how do you want the target to react to your deception plan?).
- (f) *Combat Service Support.* Limit your statements to key concepts, if any, which deviate from doctrinal norms.
- (g) *Command, Control and Communications.* Describe the effect that is required from the C3<sup>4</sup> BOS and where the commander and critical C3 nodes will be located throughout the battle.
- (5) *Key Timings.* State only the key timings (eg, depart assembly area, H-hour, Objective 1 secure, Objective 2 secure).

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4. A commonly used abbreviation for command, control and communications.

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5C-4

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- f. *Risks to Your Plan.* Include both the operational risks and the steps that have been factored into the plan to mitigate them.

**Appendix:**

1. [Commander's Intent](#)

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## APPENDIX 1 TO ANNEX C TO CHAPTER 5

### COMMANDER'S INTENT

1. Commander's intent is the commander's vision for the operation and facilitates mission command. Through it, subordinate commanders are able to understand their role in the higher commander's plans and use their initiative to exploit opportunities that occur during the battle.
2. The expression of a commander's intent is very much a personal process that reflects the style of the particular commander who is issuing it. However, certain conventions should be followed to ensure uniform understanding by subordinates.
3. Commander's intent is focused on the threat and describes the effect the commander wants to inflict on the enemy. It is normally expressed in terms of its purpose, method and end state, as described in [paragraph 5](#) to [paragraph 6](#).
4. **Purpose.** The purpose component explains why an operation is being conducted, and is usually derived from the 'in order to' element of the mission statement and the higher commander's intent. It explains the contribution of the operation to the higher commander's plan.
5. **Method.** The method component includes a description of the method by which commanders achieve their purpose, explained in terms of effects created on the enemy. The method focuses on the enemy rather than the ground or friendly troop schemes of manoeuvre. While it is inextricably linked to the scheme of manoeuvre, it does not give detailed tasks or actions. Rather, it uses verbs such as 'dislocate', 'disrupt' and 'pre-empt' to describe desired effects on the enemy. It can include a description of the enemy COG and the critical vulnerabilities that will be targeted to undermine this COG. The critical activities or decisive events that need to occur to achieve the commander's shaping effect should also be evident.

5C1-2

**6. End State.** The end state component describes the commander's desired outcome for the operation, or the state the commander wishes to exist when the operation is complete. It defines the success criteria for the operation and may include descriptions of status and locations of both enemy and friendly forces. It will also provide information regarding the disposition of forces for transition to the next phase of operations.

**7.** An example of a commander's intent is as follows:

a. *Purpose.* s33(a)(ii)  
s33(a)(ii)

b. *Method.* s33(a)(ii)  
s33(a)(ii)

(1) s33(a)(ii)

(2) s33(a)(ii)

(3) s33(a)(ii)

5C1-3

- 
- c. *End State.* 'My end state' s33(a)(ii)  
s33(a)(ii)



5C1-4

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## CHAPTER 6

### ORDERS

#### SECTION 6-1. INTRODUCTION

- 6.1** An order is a communication, verbal or written, that conveys instructions from a superior to a subordinate. Orders describe the commander's intent and direct the means, ways and ends of achieving this intent. Orders are a critical tool in the exercise of C2.
- 6.2** Orders must be:
- a. accurate
  - b. clear and unambiguous
  - c. as brief as is consistent with clarity
  - d. capable of execution
  - e. timely.
- 6.3** In an HQ environment, the staff prepares orders on behalf of the commander. Based on the commander's guidance, the COS will ensure coordination between staff branches, set and enforce the time limits and development sequence, and determine which staff branch develops which elements of the order. The staff is also responsible for ensuring that orders are internally consistent and are nested with the higher commander's intent. A good staff officer must therefore have a sound understanding of orders.
- 6.4** **Chapter Aim.** The aim of this chapter is to describe the types of orders used and provide templates for these orders.
- 6.5** **Chapter Scope.** The scope of this chapter is as follows:
- a. WNGOs
  - b. opords
  - c. TASKORG matrix

- 
- d. fragmentary orders (fragos).

## SECTION 6-2. WARNING ORDERS

### Overview

- 6.6** In order to enable the timely execution of battle procedure, commanders and staff officers must warn subordinates as early as possible of impending plans. The tool to achieve this is a WNGO.
- 6.7** A WNGO provides advance notice of an order or activity which is to follow, and allows operational and administrative preparations to start while detailed planning is still in progress.<sup>1</sup> WNGOs may be sent by any means, with due consideration to security requirements and precedence. It is imperative that receiving units acknowledge receipt of the WNGO.

### Content

- 6.8** The content of WNGOs will vary according to the level of command at which they are issued. A WNGO should include the following information:
- a. brief situation and likely mission
  - b. timings and degree of notice to move (NTM)
  - c. the time, place, attendees and preparation for the O Gp
  - d. preliminary actions and movements (and limitations on moves or reconnaissance)
  - e. administrative instructions
  - f. acknowledgment instructions.
- 6.9** A standard template for a WNGO is provided in [Annex A](#).

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1. *LWD 5-1-4, The Military Appreciation Process* requires WNGO 1 to be released to subordinate units on the completion of preliminary analysis and WNGO 2 to be released at the completion of MA.

## Battle Procedure

**6.10** Battle procedure is a well-tested process for ensuring that certain critical administrative and other actions occur to prepare FEs for battle. Battle procedure is initiated by a WNGO. Staff officers must understand the mechanics of battle procedure at all levels in order to assist commanders in developing plans and preparing orders.

## Degree of Notice

**6.11** Subordinate commanders should be given advice of the expected time frame for the operation and the earliest time at which they are required to act. Such advice allows the management of maintenance and personnel activities to ensure that the appropriate NTM can be met.

**6.12** The following principles are to be adhered to when directing/adopting NTM:

- a. For 'be prepared to' tasks the NTM refers to the time from when execution is ordered until when the FE is to be ready to commence deployment and/or the task. For example, 'hours NTM from 0800 h' means that the order can be given at any time after 0800 h, and the earliest the FE will be required to commence is 2 hours later. An order issued after 0800 h will continue to entail a 2-hour delay before the FE is required to move.
- b. If a given mission is to be executed on order, an NTM will be used to achieve the desired level of readiness or ability to execute. This NTM will vary according to the situation. For example, 'No move before 1600 h' means that the order to execute will not be given any earlier than 1600 h.
- c. An NTM will be assigned or modified via orders, noting that changes to an NTM can only be made within the constraints of the existing NTM.

**6.13** In allocating a degree of NTM it is important to consider the implications on units, as well as the time lag that is bound to occur between the arrival of orders at a unit HQ and their

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dissemination to the lowest sub-elements. Appropriate degrees of NTM will avoid unnecessary waiting, and maximise the effective use of time for administrative and preparatory activities (including rest).

## SECTION 6-3. OPERATION ORDERS

### Overview

- 6.14** An opord is the means by which a commander clearly, accurately and concisely directs and coordinates the actions of their forces in preparation for and in the conduct of operations. Opords are preceded by WNGOs and are amended by fragos. They provide subordinate commanders with specific details of the mission, tasking, support and coordination. The opord is issued at the completion of the decision and execution stage of the MAP.
- 6.15** While an opord contains a complete picture of the commander's intentions, it only includes the detail necessary for subordinate commanders to achieve the commander's end state and to issue their own orders. In keeping with the principles of mission command, opords impart a clear understanding of the context of the operation and what needs to be done, rather than how it is to be achieved in detail.

### Content

- 6.16** The sequence and format of opords have been standardised to ensure clarity, accuracy and brevity. Opords comprise paragraphs under the following headings, commonly abbreviated to SMEAC:
- a. **S** = Situation
  - b. **M** = Mission
  - c. **E** = Execution
  - d. **A** = Administration and Logistics
  - e. **C** = Command and Signals.

- 6.17** Descriptions of the specific content of each of these paragraphs are provided in the standard template for an opord in [Annex B](#).

### **Dissemination**

- 6.18** Opords are usually developed electronically. The use of a CIS adds to the efficiency and clarity of the orders process, allowing the staff to easily edit and modify orders, import the necessary graphics, and quickly disseminate orders to multiple recipients. Where possible, opords should be developed and disseminated using a battle management system (BMS).
- 6.19** An alternative form of opord is an overlay opord, which has the same paragraph headings as a written opord but maximises the use of military symbology and graphics in preference to written text. Overlay opords are heavily reliant on the CIS, and are discussed in SOPs.

### **Orders Groups**

- 6.20** In addition to disseminating written orders, verbal orders should be issued wherever possible. This process is conducted using an O Gp. Where a face-to-face O Gp is not achievable, orders may be issued via the CIS.
- 6.21** Commensurate with space and security, orders should be delivered to as wide an audience as possible, including manoeuvre and functional commanders, PSOs and LOs.
- 6.22** [Annex C](#) discusses O Gps in more detail.

## **SECTION 6-4. TASK ORGANISATION MATRIX**

- 6.23** A TASKORG is a temporary grouping of forces designed to accomplish a particular mission. Task-organising involves allocating available assets to subordinate commanders and confirming their command and support relationships. A TASKORG matrix conveys these arrangements quickly and concisely.

- 
- 6.24** A TASKORG matrix aims to produce a clear, logical and unambiguous picture of groupings and their respective states of command for an operation by phases.
- 6.25** A TASKORG matrix can be produced either with or without military symbol graphics, depending on software capability. The choice of format (matrix or column, written or graphical) is a matter of judgement for commanders and their staff. Additional detail on the TASKORG matrix is provided in [Annex D](#).

## SECTION 6-5. FRAGMENTARY ORDERS

### Overview

- 6.26** Fragos are abbreviated forms of opords issued to supplement or adjust an order, or to provide quick orders in reaction to a changing situation. A frago provides brief, specific and timely instructions and can be delivered by oral, written or electronic means. It is the most useful tool available to a commander to maintain tempo or battle rhythm and is designed to ensure continuous action as a situation develops or decisions are made.
- 6.27** The most commonly used frago is a daily frago. This order enables a formation to provide superior, subordinate and flanking formations with the following:
- a. updated situational awareness
  - b. changes to mission and tasks
  - c. changes to reports and returns
  - d. changes to operational/administrative procedures.

### Content

- 6.28** Fragos use the standard five-paragraph opord format, but can omit the following elements:
- a. those which have not changed from previous orders ('no change to opord XX')

- b. those which are not essential to understanding
- c. those which might delay or complicate transmission
- d. those which are unavailable or incomplete at the time of issue.

**6.29** An example of a FRAGO is provided in [Annex E](#).

**Annexes:**

- A. [Warning Order Template](#)
- B. [Operation Order Template](#)
- C. [Orders Group Conduct](#)
- D. [Task Organisation Matrix](#)
- E. [Fragmentary Order Template](#)




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## ANNEX A TO CHAPTER 6

### WARNING ORDER TEMPLATE

<b>Template</b>	<b>Worked Example</b>
Originator	FROM: 3 BDE
Addressees	TO:  1 RAR  2 RAR  3 RAR  INFO:  1 BDE
Subject	SUBJ: WNGO
References	A. R731, SHEET 2, BUNBURY 1, 1:100 000
1. Brief situation and likely mission	1. s33(a)(ii) 
2. Timings and notice to move	2. s33(a)(ii) 
3. Time and place of orders group	3. s33(a)(ii) 

---

4. Preliminary actions and movements	4. PRELIM OPERATIONS/MOVEMENT: a. s33(a)(ii) [REDACTED] b. s33(a)(ii) [REDACTED]
5. Administrative Instructions	5. s33(a)(ii) [REDACTED]
6. Acknowledgement Instructions	6. ALL ACK.

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## ANNEX B TO CHAPTER 6

### OPERATION ORDER TEMPLATE

1. The template for an opord is described in this annex. Detail on opord annexes is provided in [Appendix 1](#), and an example opord is provided in [Appendix 2](#).

#### SECURITY CLASSIFICATION

(No change from Oral Orders except ...)<sup>1</sup>

Copy No \_\_\_ of \_\_\_

HQ XX Bde

BOGGABRI

(DTG) K May XX

s33(a)(ii)

s33(a)(ii) 3\_s33(a)(ii)

#### References:

A. Maps, charts and relevant documents.

**Time zone used throughout the order:** (for example) KILO

**Task Organisation:** As per TASKORG at Annex A.

**Note:**

1. If oral orders have not been given, this space is left blank. If oral orders have been given, expressions such as 'no change from oral orders' or 'no change from oral orders except paragraph 3, paragraph 4c and paragraph 5b(1)' are used.

2. s47E(d) s33(a)(ii)

3. s47E(d)

2. **Situation.** This paragraph gives subordinate commanders a common understanding of the current and projected situation, providing the operational context of the orders that follow. s47E(d)

a. *Battlespace Description.* This section describes the battlespace in which the operation will be conducted. s33(a)(i)

b. *Enemy.* The enemy section should give clear guidance as to the threat's intentions, capabilities and vulnerabilities. s33(a)(ii)

c. *Other Stakeholders.* This section describes other stakeholders who may have an impact on, or be impacted by, the operation. s33(a)(ii)

s33(a)(ii)

- d. *Friendly Forces*. This section provides the context within which the operation will be conducted. s33(a)(ii)

3. **Mission**. A mission must address the ‘who, what, when, where and why’ of the issuing authority’s task. s47E(d)

- a. *Who*. s47E(d)  
for example, s33(a)(ii)
- b. *What*. s47E(d)  
for example, s33(a)(ii)
- c. *When*. s47E(d)
- d. *Where*. s47E(d)  
for example, s33(a)(ii)

- 
- e. *Why.* s47E(d) [redacted] for example s33(a)(ii) [redacted]  
s33(a)(ii) [redacted]  
s33(a)(ii) [redacted]
4. **Execution.** The execution paragraph specifies the conduct of the operation in sufficient detail to allow subordinates to act within a framework of mission command. s47E(d) [redacted]
- a. *Commander's Intent.* This is the commander's vision for the operation s47E(d) [redacted]  
[redacted]  
s33(a)(ii) [redacted]  
s33(a)(ii) [redacted] It does not summarise s47E(d) [redacted]  
[redacted] Commander's intent is discussed in [Appendix 1](#) to Annex C to Chapter 5.
- b. *Concept of Operations.* Alternatively, this section may be titled 'General Outline'. In orders, s33(a)(ii) [redacted]  
s33(a)(ii) [redacted] Conops is discussed in more detail in [Annex C](#) to Chapter 5.
- c. *Unit Missions.* Alternatively, this section may be titled 'Groupings and Tasks'. s47E(d) [redacted]  
[redacted]

s47E(d)

d. *Supporting Battlefield Operating System Concepts.* This section should include concepts, support priorities, timings and control measures for each of the BOS as follows:

- (1) s33(a)(ii)
- (2)
- (3)
- (4)
- (5)

e. *Coordinating Instructions.* The purpose of coordinating instructions is to set out control measures applicable to two or more subordinates (which may be services, units or staff branches). s33(a)(ii)


s47E(d)

5. **Administration and Logistics.** The purpose of the administration and logistics paragraph is to provide subordinate commanders with sufficient essential information from the CSS plan to permit further operational planning. s47E(d)

- a. s47E(d)
- b.

- 
- c. s47E(d) [Redacted]
  - d. [Redacted]
6. Where CSS details are not provided elsewhere, this section may also cover issues such as:
- a. s47E(d) [Redacted]
  - b. [Redacted]
  - c. [Redacted]
  - d. [Redacted]
  - e. [Redacted]
  - f. [Redacted]
  - g. [Redacted]
  - h. [Redacted]
  - i. [Redacted]
  - j. [Redacted]
7. **Command and Signals.** The purpose of the command and signals paragraph is to explain how command will be maintained. s47E(d) [Redacted]
- [Redacted] This section contains the following information:
- a. *Headquarters.* s33(a)(ii) [Redacted]
  - b. *Command.* s33(a)(ii) [Redacted]
  - c. *Communications.* s33(a)(ii) [Redacted]

s33(a)(ii) 

- 8. Where appropriate, sections of s33(a)(ii)  information may be provided in annexes rather than in the main text.

Acknowledgment Instruction

Signature of Commander

Authentication

Annexes

Distribution

**SECURITY CLASSIFICATION**

**Appendices:**

- 1. [Operation Order Annexes](#)
- 2. [Example Operation Order](#)

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# APPENDIX 1 TO ANNEX B TO CHAPTER 6

## OPERATION ORDER ANNEXES

1. The annexes commonly used in an OPORD are as follows:

a. s33(a)(ii)

b.

c.

d.

e.

f.

g.

h.

i.

j.

k.

l.

m.

n.

o.

p.

q.

r.

s.

t.

u.

2. OPORD annexes have the set subjects or titles listed here. Only those annexes required for the operation are to be used in an order. The alphabetic references (letter descriptors) given here are retained regardless of the sequence in which an annex appears in the text. This means that annexes might not follow an alphabetically ordered sequence in the text of an OPORD and that gaps in the sequence of alphabetic references can occur.

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# APPENDIX 2 TO ANNEX B TO CHAPTER 6

## EXAMPLE OPERATION ORDER

### SECURITY CLASSIFICATION

Copy No. XX of 23

HQ 3 BDE

HMAS CANBERRA

16 0830K NOV XX

s33(a)(ii)

s33(a)(ii)

s33(a)(ii)

#### Ref:

A. s33(a)(ii)

B. s33(a)(ii)

C. s33(a)(ii)

D. s33(a)(ii)

E. s33(a)(ii)

F. s33(a)(ii)

G. s33(a)(ii)

**Time Zone used throughout this order.** KILO

**Task Organisation.** As per TASKORG at Annex A

### SECURITY CLASSIFICATION

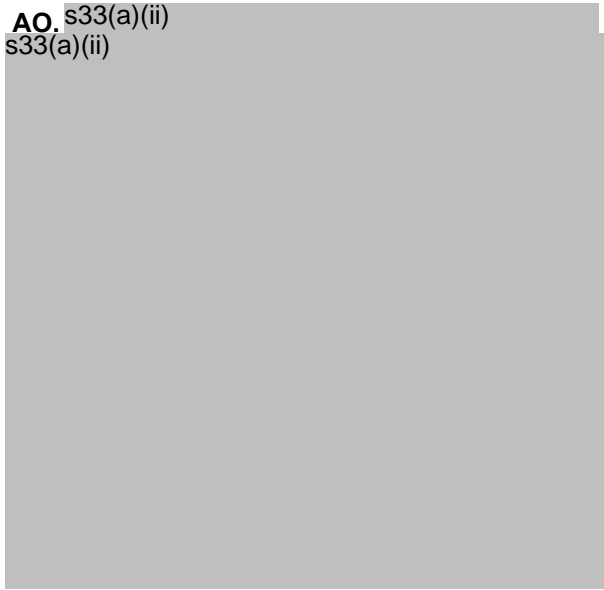
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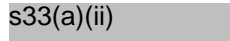
**1. Situation**

**a. Battlespace Description:**

- (1) **AO.** s33(a)(ii)  
s33(a)(ii)



- (2) **AI.** The following has been identified:

- (a) s33(a)(ii) 
- (b) s33(a)(ii) 
- (c) s33(a)(ii) 
- (d) s33(a)(ii) 
- (e) s33(a)(ii) 

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(f) s33(a)(ii) [redacted]

(g) s33(a)(ii) [redacted]

(3) **Environment.** s33(a)(ii) [redacted]  
s33(a)(ii) [redacted]

b. **Enemy:**

(1) s33(a)(ii) [redacted]

(a) s33(a)(ii) [redacted]

(i) s33(a)(ii) [redacted]



(ii) s33(a)(ii) [redacted]

**SECURITY CLASSIFICATION**

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**SECURITY CLASSIFICATION**

(iii) s33(a)(ii) 

(iv) End State. s33(a)(ii)   
s33(a)(ii) 

(b) s33(a)(ii) 

(i) s33(a)(ii) 

(ii) s33(a)(ii) 

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**SECURITY CLASSIFICATION**

(iii) s33(a)(ii)



(iv) s33(a)(ii)



(v) s33(a)(ii)



(2) s33(a)(ii)



(a) s33(a)(ii)



**SECURITY CLASSIFICATION**

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**SECURITY CLASSIFICATION**

(b) s33(a)(ii) [Redacted]

(3) s33(a)(ii) [Redacted]

(a) s33(a)(ii) [Redacted]

(b) s33(a)(ii) [Redacted]

c. **Other Stakeholders.** Several stakeholder groups have been identified as operating in s33(a)(ii)

(1) s33(a)(ii) [Redacted]

**SECURITY CLASSIFICATION**

**SECURITY CLASSIFICATION**

(2) s33(a)(ii)

A large grey rectangular redaction box covers the content of item (2).

(3) s33(a)(ii)

A large grey rectangular redaction box covers the content of item (3).


(4) s33(a)(ii)

A large grey rectangular redaction box covers the content of item (4).

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**SECURITY CLASSIFICATION**

s33(a)(ii)



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(5) s33(a)(ii) [Redacted]

(6) s33(a)(ii) [Redacted]

d. **Friendly Forces:**


(1) s33(a)(ii) [Redacted]

(a) **Purpose.** s33(a)(ii) [Redacted]  
s33(a)(ii) [Redacted]

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(b) **Method.** s33(a)(ii)  
s33(a)(ii)



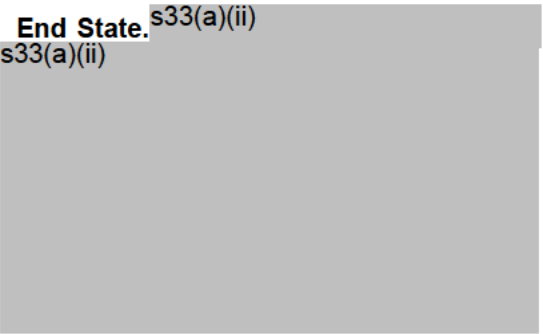
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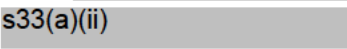
s33(a)(ii)



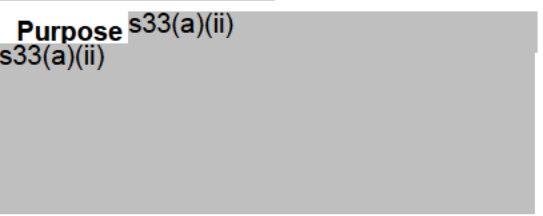
(c) **End State.** s33(a)(ii)  
s33(a)(ii)



(2) s33(a)(ii)



(a) **Purpose** s33(a)(ii)  
s33(a)(ii)

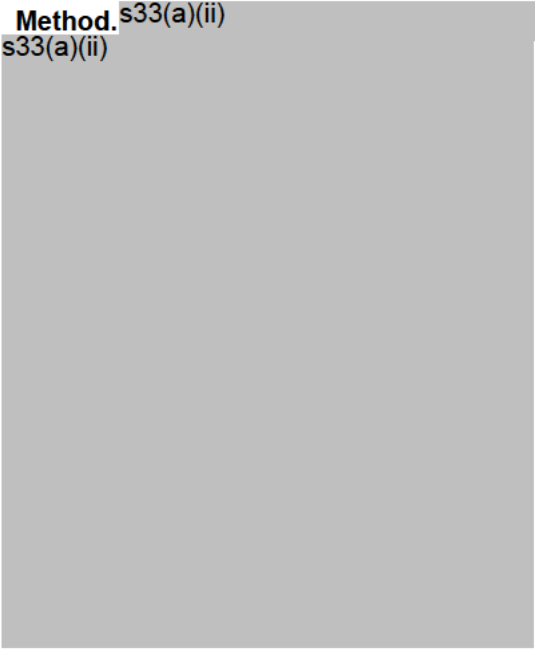


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(b) **Method.** s33(a)(ii)  
s33(a)(ii)



(c) **End State.** s33(a)(ii)  
s33(a)(ii)



(3) **Atts and Dets:** as per TASKORG at Annex A.

**SECURITY CLASSIFICATION**

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**SECURITY CLASSIFICATION**

2. **Mission.** s33(a)(ii)  
s33(a)(ii)

3. **Execution**

a. **COMDS Intent:**

(1) **Purpose:** s33(a)(ii)  
s33(a)(ii)

(2) **Method:** s33(a)(ii)  
s33(a)(ii)

(a) s33(a)(ii)

(b) s33(a)(ii)

(c) s33(a)(ii)

(d) s33(a)(ii)

(e) s33(a)(ii)

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- (f) s33(a)(ii) [REDACTED]
- (g) s33(a)(ii) [REDACTED]
- (h) s33(a)(ii) [REDACTED]
- (i) s33(a)(ii) [REDACTED]
- (3) **End State.** s33(a)(ii) [REDACTED]  
s33(a)(ii) [REDACTED]

**b. General Outline.**

- (1) s33(a)(ii) [REDACTED]
  - (a) s33(a)(ii) [REDACTED]
    - (i) s33(a)(ii) [REDACTED]
    - (ii) s33(a)(ii) [REDACTED]
  - (b) s33(a)(ii) [REDACTED]
    - (i) s33(a)(ii) [REDACTED]
    - (ii) s33(a)(ii) [REDACTED]

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- (c) s33(a)(ii) [redacted]
  - (i) s33(a)(ii) [redacted]
  - (ii) s33(a)(ii) [redacted]
- (d) s33(a)(ii) [redacted]
  - (i) s33(a)(ii) [redacted]
  - (ii) s33(a)(ii) [redacted]

c. **Grouping and Tasks.** s33(a)(ii) [redacted]

d. **Supporting** s33(a)(ii) [redacted] :

- (1) s33(a)(ii) [redacted]
- (2) s33(a)(ii) [redacted]
- (3) s33(a)(ii) [redacted]
- (4) s33(a)(ii) [redacted]
- (5) s33(a)(ii) [redacted]

e. **Coordinating Instructions.**

- (1) **Timings:**
  - (a) s33(a)(ii) [redacted]
  - (b) s33(a)(ii) [redacted]

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- (c) s33(a)(ii) [redacted]
- (d) s33(a)(ii) [redacted]
- (e) s33(a)(ii) [redacted]
- (f) s33(a)(ii) [redacted]
- (g) s33(a)(ii) [redacted]
- (2) **Locations/Bdrys.** s33(a)(ii) [redacted]
- (3) **Routes.** s33(a)(ii) [redacted]
- (4) **ROE/OFOF.** s33(a)(ii) [redacted]
- (5) **CCIR's:**
  - (a) s33(a) [redacted]
    - (i) s33(a)(ii) [redacted]
    - (ii) s33(a)(ii) [redacted]
    - (iii) s33(a)(ii) [redacted]
    - (iv) s33(a)(ii) [redacted]
    - (v) s33(a)(ii) [redacted]
    - (vi) s33(a)(ii) [redacted]
    - (vii) s33(a)(ii) [redacted]

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**SECURITY CLASSIFICATION**

- (viii) s33(a)(ii) [redacted]
- (ix) s33(a)(ii) [redacted]
- (x) s33(a)(ii) [redacted]
- (xi) s33(a)(ii) [redacted]
- (xii) s33(a)(ii) [redacted]
- (xiii) s33(a)(ii) [redacted]

(b) s33(a) [redacted]

- (i) s33(a)(ii) [redacted]
- (ii) s33(a) [redacted]
- (iii) s33(a)(ii) [redacted]
- (iv) s33(a)(ii) [redacted]
- (v) s33(a)(ii) [redacted]
- (vi) s33(a)(ii) [redacted]
- (vii) s33(a) [redacted]

(c) s33(a)(ii) [redacted]

- (i) s33(a)(ii) [redacted]

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**SECURITY CLASSIFICATION**

- (ii) s33(a)(ii) [Redacted]
- (iii) s33(a)(ii) [Redacted]
- (iv) s33(a)(ii) [Redacted]
- (v) s33(a)(ii) [Redacted]

**4. Administration and Logistics.** s33(a)(ii) [Redacted]

- a. **Medical:**
  - (1) s33(a)(ii) [Redacted]
  - (2) s33(a)(ii) [Redacted]
- b. **PW.** s33(a)(ii) [Redacted]
- c. **IDP.** s33(a)(ii) [Redacted]  
s33(a)(ii) [Redacted]
  - (1) s33(a)(ii) [Redacted]
  - (2) s33(a)(ii) [Redacted]

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- (3) s33(a)(ii) [Redacted]
- (4) s33(a)(ii) [Redacted]

**5. Command & Signals**

**a. HQ Locations:**

- (1) s33(a)(ii) [Redacted]
- (2) s33(a)(ii) [Redacted]
- (3) s33(a)(ii) [Redacted]

**b. Succession of Comd.** The following is the succession of command for the operation:

- (1) s33(a)(ii) [Redacted]
- (2) s33(a)(ii) [Redacted]
- (3) s33(a)(ii) [Redacted]
- (4) s33(a)(ii) [Redacted]
- (5) s33(a)(ii) [Redacted]

**SECURITY CLASSIFICATION**

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**SECURITY CLASSIFICATION**

- c. **Communications.** s33(a)(ii)  
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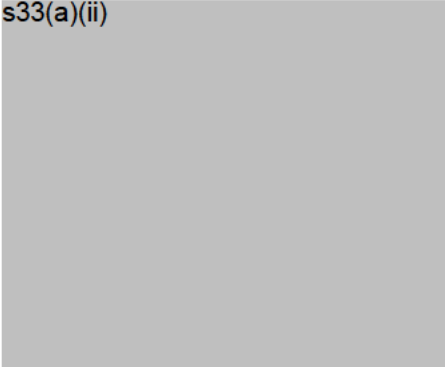
**6. Ack Instr. All acknowledge**

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**Annexes:**

- A. s33(a)(ii)  
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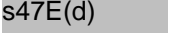


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## ANNEX C TO CHAPTER 6

### ORDERS GROUP CONDUCT

1. While detailed individual responsibilities and processes for the conduct of O Gps will be included in SOPs, this annex provides guidance on the conduct of O Gps.

#### Preliminary Arrangements

2. s47E(d) 
3. Verbal orders will be enhanced by the provision of map overlays, matrices, and other written or electronic products. These will need to be produced by the staff in advance of the O Gp.
4. An appropriate location or facility to hold the O Gp will need to be identified and prepared by the staff prior to the O Gp. Preparations should include:
  - a. s47E(d) 
  - b. s47E(d) 
  - c. s47E(d) 
5. **Attachments, Detachments and Groupings.** s47E(d) 

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## Orders Group Conduct

6. **Ground Brief.** The ground brief is based upon IPB analysis and includes a general description of terrain and vegetation. Key features are highlighted. More detail on the ground brief can be found in [Chapter 5](#).
7. The orders delivered in an O Gp follow the SMEAC format. In many cases a written version of the orders to be presented in an O Gp will be released prior to the commencement of the O Gp.
8. Commanders may decide, depending on their personality and the importance they place on each part of the orders, to give all or part of the orders themselves. They will usually give the mission paragraph, the intent and conops sub-paragraphs, and some or all of the other sub-paragraphs of the execution paragraph. Staff officers may be called upon to give some aspects of orders on behalf of their commander. Those aspects, and the staff officers who are normally responsible for them, are as follows:
  - a. s47E(d) [Redacted]
  - b. s47E(d) [Redacted]
  - c. s47E(d) [Redacted]
  - d. s47E(d) [Redacted]
  - e. s47E(d) [Redacted]
  - f. s47E(d) [Redacted]
  - g. s47E(d) [Redacted]
  - h. s47E(d) [Redacted]

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i. s47E(d)

- 9. Conclusion of Orders.** On conclusion of the orders, the commander usually specifies a time limit before questions are asked. After the commander has answered questions, s47E(d)

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## ANNEX D TO CHAPTER 6

### TASK ORGANISATION MATRIX

#### Guidelines for a Task Organisation Matrix

1. **Scale.** This matrix system is best used for battlegroup and brigade sized formations. Matrices for larger formations take more than one page and therefore cannot be read at a glance.
2. **Do it First.** An opord commits a plan to paper. This process will be easier if the TASKORG matrix is completed first, as much of the detail of a plan hinges on the groupings and tasks that are allocated. A completed TASKORG matrix can be referred to as the opord is written, and minor corrections can easily be made to groupings and tasks.
3. **Keep it Simple.** The TASKORG matrix should be sufficiently simple that it can be broadly understood at a glance. It is preferable to use one TASKORG matrix for all phases unless the operation is complicated and involves major regrouping between phases.
4. **Terminology.** The TASKORG matrix is self-contained, so there is scope to use some unauthorised abbreviations without risk of ambiguity. This will help convey information where space is tight. A key could be included if necessary.

#### Developing a Task Organisation Matrix

5. An example TASKORG matrix is shown in [Figure 6–1](#) on [page 6D-5](#).

- 
- 6. **Heading.** s47E(d) [Redacted]
    - a. s47E(d) [Redacted]
    - b. s47E(d) [Redacted]
    - c. s47E(d) [Redacted]
    - d. s47E(d) [Redacted]
    - e. s47E(d) [Redacted]
    - f. s47E(d) [Redacted]
  - 7. **Task-organised Groups.** s47E(d) [Redacted]
  - 8. **Available Units.** s47E(d) [Redacted]
  - 9. **Allocate Relationships.** s47E(d) [Redacted]

s47E(d)

For instance, s33(a)(II)

s33(a)(II)

10. **Notes.** s47E(d)

11. **Tasks.** s47E(d)

**Appendix:**

1. s47E(d)

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s33(a)(ii)

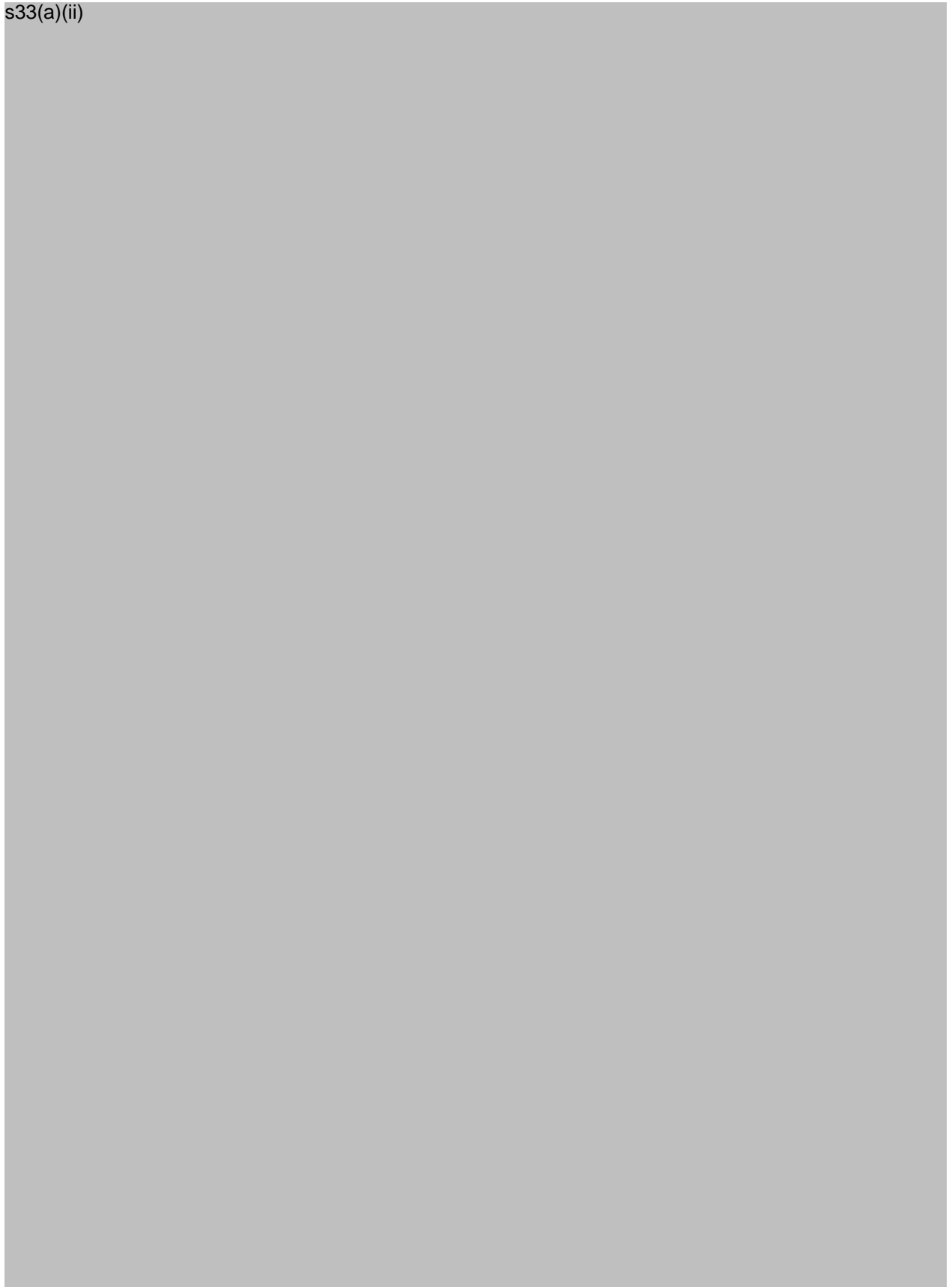


Figure 6–1: Example Task Organisation Matrix

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# APPENDIX 1 TO ANNEX D TO CHAPTER 6

## ORDER OF MANOEUVRE PRECEDENCE

1. [Table 6–1](#) lists the order of manoeuvre precedence for units and sub-units.

**Table 6–1: Order of Manoeuvre Precedence**

<i>Arm/Service</i>	<i>Role</i>
s33(a)(ii)	



6D1-2

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<i>Arm/Service</i>	<i>Role</i>
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s33(a)(ii)



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## ANNEX E TO CHAPTER 6

### FRAGMENTARY ORDER TEMPLATE

<b>Template</b>	<b>Worked Example</b>
Originator	FROM: 3 BDE
Addressees	TO: 1 RAR 2 RAR 3 RAR
	INFO: 1 BDE
Subject/Title – FRAGO XX to OPORD XX/XX	SUBJ: FRAGO XX to OPORD XX/XX
References – to include original opord	A. s33(a)(ii) [Redacted] B. s33(a)(ii) [Redacted]
1. Situation	1. s33(a)(ii) [Redacted]
2. Mission	2. s33(a)(ii) [Redacted]



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3. Execution	3.	s33(a)(ii)	
4. Administration and Logistics	4.	s33(a)(ii)	
5. Command and Signals	5.	s33(a)(ii)	
Acknowledgement Instructions	ALL	ACK	



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## CHAPTER 7

### SUPPORTING PROCESSES

#### SECTION 7-1. INTRODUCTION

- 7.1** In order to support the conduct of the staff functions outlined in [Chapter 1](#), an HQ must develop and implement a range of supporting processes and activities.
- 7.2** **Chapter Aim.** The aim of this chapter is to outline the processes used to support the functioning of an HQ.
- 7.3** **Chapter Scope.** The scope of this chapter is as follows:
- a. SOPs
  - b. routine and battle rhythm
  - c. maintaining situational awareness
  - d. information management
  - e. lessons and operational record keeping.

#### SECTION 7-2. STANDARD OPERATING PROCEDURES

- 7.4** SOPs are a set of instructions covering those features of operations which lend themselves to a definite or standardised procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise.
- 7.5** The purpose of SOPs is to standardise accepted procedures and processes for use in operations in order to remove ambiguity, misinterpretation and confusion. The intelligent compilation of SOPs saves constant repetition of orders and gives all ranks a clear understanding of their individual responsibilities. Useful, comprehensive and current SOPs are critical to the effective and efficient operation of an HQ and staff.

- 
- 7.6 Formation Standard Operating Procedures.** The production of SOPs at the highest tactical level ensures that all organisations belonging to or attached to a formation use the same procedures. Combat Brigade Standard Operating Procedures<sup>1</sup> are the currently approved SOPs at the formation level.
- 7.7 Unit Standard Operating Procedures.** Units should maintain SOPs applicable to their particular role. The content should be consistent with the contents of the SOPs produced by their superior formation, in particular with regard to battle rhythm and reports and returns.
- 7.8** Where SOPs vary at different levels, the precedence for SOPs follows the chain of command; that is, the highest HQ's SOPs have primacy. Where an operation is conducted under other than normal chains of command (such as a coalition operation), SOPs at the various levels of command may differ to a marked extent. It is the responsibility of the higher HQ to ensure compatibility between reporting formats, times and procedures where SOPs are different.
- 7.9** Although SOPs will be tailored to meet the requirements of specific formations, units or even staff branches or cells, they should cover the following topics:
- a. formation/unit/branch/cell role and organisation
  - b. C2 arrangements
  - c. information management processes
  - d. routine and battle rhythm
  - e. verbal briefing formats and responsibilities
  - f. the use of running estimates (responsibilities, formats, timings)
  - g. planning – conduct and briefing requirements

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1. <http://drnet.defence.gov.au/Army/Doctrine-Online/CBSOP/pages/CB%20SO P.aspx>

- h. OPORD guidance (including the use of overlay opords and O Gp conduct)
- i. written brief formats and staffing procedures
- j. liaison procedures (the preparation, attachment and detachment of LOs)
- k. mounting, deployment and demounting procedures.

## SECTION 7-3. BATTLE RHYTHM

- 7.10** The routine within an HQ conforms to a program of daily, weekly and monthly events as specified in SOPs. This routine is commonly referred to as a battle rhythm and is a deliberate and disciplined cycle of command, staff and unit activities. Battle rhythm allows a degree of certainty for the processing of information and sufficient time for preparation for the series of daily briefings. The promulgated battle rhythm should include the items discussed in the following paragraphs.
- 7.11 Boards.** The most important event in the battle rhythm is a board, which is an organised group of individuals within the HQ, appointed by the commander, that meets with the purpose of making decisions.
- 7.12 Working Groups.** A working group (WG) is a gathering of staff who meet to provide analysis, ensure coordination, and provide recommendations for a particular purpose or function. Their cross-functional design enables WGs to synchronise contributions from multiple staff sections. All WGs must achieve outputs which directly inform a board.
- 7.13 Meetings.** Meetings are gatherings to present and exchange information, solve problems, coordinate actions, and make decisions. They must have a tangible output, which is to be communicated to relevant stakeholders via orders. Meetings should not be confused with planning. Participation depends on the subject matter.

- 
- 7.14 Update Briefs.** The commander will often require a regular briefing from the staff to update them on the current situation or recent events.
- 7.15 Reports and Returns.** Many of the other elements of the battle rhythm rely on the provision of information from subordinate elements. Therefore, the timings for submission of key reports and returns are often included/described in the battle rhythm SOPs.
- 7.16** Battle rhythm can vary according to the situation. Considerations include the operational context, the requirements/battle rhythm of higher HQ, geographical constraints, and the availability of personnel.

## SECTION 7-4. MAINTAINING SITUATIONAL AWARENESS

### Factors

- 7.17** Regardless of their role within a staff, it is vital for a staff officer to comprehend the factors that impact situational awareness. These factors are as follows:
- a. *Access.* Understanding the access to information that is required and ensuring that this is achieved is critical to appropriate situational awareness. A common mistake is to be either too restrictive or too permissive with access to information, resulting in missing or duplicating critical information; that is, critical information cannot be accessed or is discarded because of over-reporting.
  - b. *Volume.* Poor information management discipline may result in an overwhelming volume of information, which will not help achieve or maintain situational awareness. Effective rules for filtering are vital to ensuring that the volume of information passed is manageable.
  - c. *Latency.* In a deployed battlespace users will experience differing quality of communication. This can affect the speed at which information is passed and thus generate

latency in situational awareness. Latency means that critical information will appear at varying times, which may cause confusion.

- d. *Accuracy.* Situational awareness is commonly affected by duplication or subtle variation in the reporting of information. Standardised reporting formats and the use of common terminology assists in assuring the quality of reporting (ie, critical information is correctly reported).
- e. *Redundancy.* It is a natural tendency to become dependent on reliable information nodes. This leaves a force vulnerable to exploitation by the enemy or its own technical failures. It is important to vary reporting channels and practise redundancy procedures.

### **Command Support System**

- 7.18** The purpose of a command support system (CmdSS) is to support the chain of command in making decisions that lead to the success of a mission. CmdSSs aim to provide superior battlespace awareness and improve the speed and quality of decision-making in the land tactical battlespace. A CmdSS does not replace the necessity or responsibility for commanders to make judgements and decisions, but is used to facilitate the planning, monitoring and controlling functions, particularly within HQ.
- 7.19** An effective CmdSS is underscored by clear and concise communication and efficient information management policies. With the advent of sophisticated communication and computing technology, much of the manual work and passage of information performed within an HQ has become digitised. Digitisation does not negate the requirement for organisational discipline and strict information management.
- 7.20** At the core of this process is situational awareness. It is vital that a commander and staff share the same situational awareness as a part of a COP, as this leads to efficient and effective control of assets and resources in support of a mission. Ideally much of the data associated with operations is available within digital systems. The role of a CmdSS is to

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display and share this data as information in formats useable by all relevant parties, including the commander, staff cells, and superior and subordinate HQ. The type of information required by a commander and staff will vary depending on the assigned tasks, the size and role of the organisation, and the phase of war.

**7.21 Common Operational Picture.** Critical to the maintenance of situational awareness is the COP, which is a unified representation of critical information that is essential to an operation. A COP facilitates collaborative planning and assists with achieving situational awareness. A COP is tailored to the user's requirements, and the fidelity and sources of information may vary depending on the communications infrastructure available. SOPs will detail the content, responsibilities and processes associated with maintaining a COP. The COP will include the location and status of own forces, overlaid with known enemy dispositions, and may also include time lines, tasks and objectives. The underpinning elements of a COP are as follows:

- a. *Digital Mapping.* Digital mapping information comprises elevation, topographical, hydrographical and cultural data in a standardised format across the CmdSS. The use of standardised formats supports data basing on a network and the sharing of map data, and permits centralised updating.
- b. *Track Management System.* A track management system provides the capability to receive and exchange track data between various systems. Ideally this information can be exchanged securely with the Air Force, Navy, JOC and various international partners.
- c. *Overlay Tools.* Overlay tools provide a means of organising and filtering the display of information by a user. The ability to focus on an area or function within the AO can be very useful to the end user. It is important to understand the impact that filtering may have on situational awareness, and SOPs must be established so that information is not missed.

- 
- d. *Scheduling Tools.* While providing a visual display of own troops and the enemy, a COP should have the capacity to determine speed and distance and hence enable calculation of time. Ideally a CmdSS is enabled by a direct interaction with the synch matrix. At the very least it may incorporate a schedule of key tasks/events and be able to project the impact of delays and changes on tasks. Scheduling tools can be very powerful to a commander in supporting decisions during the execution.

**7.22 Planning Tools.** In addition to supporting situational awareness, a CmdSS can assist with planning. The SMAP and joint MAP rely heavily on graphical and data analysis. A number of specified contributions within these processes require significant analysis. In many cases the analysis is performed manually and the results then portrayed in a useable briefing format. Ideally a CmdSS can perform both functions of analysis and briefing, with the added benefit of sharing the results into subsequent orders. The analysis and briefing functions are outlined as follows:

- a. *Analysis Software.* Central to planning is the conduct of analysis of data on threats, terrain, weather, geography, own forces, logistics, communications and so on. Analysis software may be independent of the CmdSS or ideally unified within the CmdSS. Separate analysis tools come with an overhead of sharing the product of the analysis with the CmdSS. Conversely, independent analysis may provide more sophisticated and accurate results.
- b. *Report Building and Briefing Software.* Within higher HQ this function is normally performed using traditional office software, for example, MS Office. In more tactical HQ or as software evolves, the reporting and briefing functions are generally integral to the CmdSS. This has significant benefits for speeding up the process of sharing information within the system and to external stakeholders.

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## Communications

- 7.23** Reliable communications are a fundamental requirement for the execution of C2 at all levels. A communications network conveys information or data from the originator to the recipient beyond the normal range of human senses. Communications networks should support voice and video communication as well as data transmission.
- 7.24** A CmdSS is inherently a communication tool, albeit a very complex one, and normally has the following communication components:
- a. *Messaging System(s)*. These include email, electronic messaging and chat software.
  - b. *Security Protocols*. These protocols include encryption, access control and data management policies to assure the survivability and security of information.
  - c. *Data Exchange Protocols*. As digitisation progresses it is necessary for protocols and standards to be established for the exchange of data. This enables management of bandwidth and accelerates the integration of new sources and capabilities within a CmdSS.
  - d. *Hardware Interfaces*. These may include hardware and/or software for systems such as GPSs, rangefinders, sensors or intelligence feeds as indicated by user requirements.
  - e. *Communications Hardware*. This includes radios, computer networks, computers, displays and military communication systems. A complex hardware configuration leads to less flexibility and redundancy within a CmdSS.
- 7.25** Additionally, communications planning must consider the availability of the electromagnetic spectrum. The electromagnetic spectrum cannot be assured in a complex, contested and congested electromagnetic and cyber operational environment. In the event that the CmdSS is disrupted or compromised, it is essential that redundancy

measures are established and practised. The responsibility for redundancy and alternate means lies with the PSO of an HQ. In the first instance redundancy may involve the employment of standalone computers and the use of media to share information. It is therefore important to ensure that essential data is backed up 'off' the network. Some processes may be forced to return to manual methods in extremity; however, the use of manual methods is likely to reduce the effectiveness of many of the high-tech battlefield systems and subsequently slow down operational tempo.

### **Running Estimate**

**7.26** A running estimate is a valuable tool to assist in both maintaining situational awareness and supporting command decision-making, and is a continuously updated assessment of the current situation. Running estimates include:

- a. details of time
- b. facts
- c. assumptions
- d. tasks
- e. the availability of assets
- f. current issues
- g. risks
- h. opportunities
- i. recommendations.

**7.27** They must be regularly reviewed and updated as new information arises, as assumptions become facts or are invalidated, when the mission changes, or when the commander requires additional input. SOPs will detail which elements of the staff are required to maintain running estimates, the format for running estimates and directions on how often they are to be updated.

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## Reports and Returns

- 7.28** Reports and returns are a valuable source of information to assist HQ staff in maintaining situational awareness. Reports and returns can drive decision-making, and their handling should ensure that they are seen by the cell(s) that need to be aware of their content in accordance with the daily battle rhythm and planning sequence.
- 7.29** The types, formats, content and submission requirements for reports and returns will depend on the theatre of operations, the CmdSS and the battle rhythm, and will be described in SOPs. It is the responsibility of the higher HQ to ensure compatibility between reporting formats, times and procedures where SOPs are different. An indicative list of reports and returns is provided in [Annex A](#).

## SECTION 7-5. INFORMATION MANAGEMENT

- 7.30** Information will be received into an HQ from a variety of sources. Normally, the flow of information will occur as follows:
- a. Information is received and registered/recorded.
  - b. The information is passed to the relevant staff cell.
  - c. The information is analysed and actioned/disseminated.
  - d. Key actions and decisions are implemented, monitored and recorded.
- 7.31** Once a comprehensive information management process has been developed a CmdSS can support the efficient distribution and accessibility of information throughout the HQ and to subordinate FEs. Adherence to the process will facilitate the efficient exploitation of information to effectively assist planning and decision-making processes during an operation, while failure to apply effective information management processes will lead to disjointed planning, poor control over an operation, and potentially incorrect advice informing the commander's decisions. The detailed description of each HQ information management processes will be provided in SOPs.<sup>2</sup>

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## SECTION 7-6. LESSONS

### Overview

- 7.32** Hard-won operational experience has always been valued by Army and is a cornerstone of organisational learning and modernisation. The capture of relevant experience, learning the right lessons, and applying these in future operations or activities is increasingly difficult in periods of heightened operational tempo accompanied by significant organisational change and evolving strategic circumstances. The challenge is to remain relevant by shortening the learning cycle, and to strengthen the feedback loops so that soldiers do not deploy on operations applying TTP which have previously been found wanting. Underlying this is the fundamental requirement to inform capability development. Lessons facilitate this development, and commanders (with their staff) have a responsibility to contribute to the lessons process (see [DI\[A\] OPS 10-1, Army Lessons Network](#)).
- 7.33** Lessons are identified through the analysis of observations captured from practical experience, placed into context with a credible knowledge baseline. Effort is often prioritised by the commander's critical information requirements but also by emerging themes identified during the analysis. The information in this section is relevant to both the training and operational environments as Army FEs are encouraged to apply mechanisms for capturing lessons during all activities.
- 7.34** This section provides advice on which records to keep in order to capture lessons at an individual and collective level as well as to support broader operational research initiatives of importance to the unit.

### Operations Log

- 7.35** The operations log (OPSLOG) provides a chronological record of incidents, reports, orders received and distributed, and

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2. Modern BMSs can automate some of the information management process.

decisions made within an HQ. It is a legal document, and must be maintained and audited accordingly. A master OPSLOG is maintained by the G/S/SOJ 3 branch. Other branches may maintain OPSLOGs as specified by SOPs.

- 7.36** Normally OPSLOGs are enabled by the CIS or a BMS, but they can also be maintained in hard copy.

### **Staff Officer's Notebook**

- 7.37** Every staff officer should keep a personal notebook or electronic document to record references and details relevant to their duties. The notebook must be easy to create and keep up to date, and should not duplicate SOPs. A staff officer's notebook could contain the following:

- a. references, electronic links, and data from doctrine, SOPs and/or other publications
- b. establishment information or organisational charts for subordinate units
- c. the names and contact details of key staff and other contacts
- d. tabulated data for relevant equipment.

- 7.38** In addition, every staff officer should maintain a record of events as they occur, in either hard or soft copy, to provide a permanent record of the sequence of activity, resultant events and, more importantly, the reasons behind the decisions. This record will become a useful reference to inform future actions.

- 7.39** A staff officer's notebook, when well maintained, is an invaluable tool in the compilation of handover/takeover briefs.

### **After-action Review**

- 7.40** The after-action review (AAR) is the most immediate form of addressing collective lessons in the field. An AAR is a professional discussion of an event, focused on performance standards, which enables soldiers to discover for themselves what happened, why it happened, and what to sustain or improve as a result. It is a tool that commanders may use to get

maximum benefit from every mission, exercise and task. AARs are discussed in more detail in *LWP-G 7-0-1, The Conduct of Training*.

### **Post-activity Report**

**7.41** The post-activity/post-operations report is typically completed after an activity, although it can be developed in parallel with execution. The post-activity/post-operations report is structured as an executive summary of major events and emerging themes, accompanied by annexes prepared by the relevant FE or staff cell, that include observations and lessons on what was gained from the activity.

### **Commander's Diary**

**7.42** The commander's diary is a legal record of current operations that provides a comprehensive record of a deployment, including the work-up training period. More detail is provided in *Annex B*.

### **Document Submission**

**7.43** PSOs should ensure that there is periodic reporting of operational records and that direction for improvements are validated and disseminated. The lessons matrices should form part of the commander's diary and, on completion of the current operation or activity, be forwarded to CAL<sup>3</sup> as well as the Army History Unit. Further guidance on the capture and treatment of information in this regard can also be gained from CAL.

### **Annexes:**

- A. [Reports and Returns](#)
- B. [Commander's Diary](#)

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3. CAL is the acronym for Centre for Army Lessons.

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## ANNEX A TO CHAPTER 7

### REPORTS AND RETURNS

1. The formats and submission requirements for reports and returns will be specified in SOPs. The following is an indicative list of reports and returns that may be required:
  - a. Air Reconnaissance Request
  - b. Air Request
  - c. Air TASKORD
  - d. Air Transport Acceptance/Refuse Message
  - e. Air Transport Report
  - f. Airspace Control Order
  - g. Airspace Request
  - h. Bath Request
  - i. Bombing Report/Mortar Bombing Report/Shelling Report
  - j. Boundary Clearance Report
  - k. Casevac Request
  - l. CBRN Warfare – Initial Report (plus progress reports)
  - m. Civil–Military Operations Periodic Report
  - n. Civil–Military Operations Spot Report
  - o. C2 Status Message
  - p. Communications Report
  - q. Communications State
  - r. Daily Replenishment Implementation Program Message
  - s. Damage Report
  - t. Departure Report

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- u. Distribution Point Request
  - v. EMEFIX Request
  - w. Electronic Countermeasure Report
  - x. Emergency Response Demand
  - y. Evacuation Report
  - z. Evacuation Situation Report
  - aa. Explosive Ordnance Disposal Report
  - ab. Fire Support Coordination Line
  - ac. Forward Arming and Refuelling Point Request
  - ad. Forward Line of Own Troops
  - ae. Guns Up Ready to Fire Report
  - af. Host Nation Support Request
  - ag. Imagery Interpretation Report
  - ah. Incident Report/Operation Report
  - ai. Land Clearance Request
  - aj. Land Operations Summary
  - ak. Location Status Report
  - al. Map Request
  - am. Movement Request
  - an. Naval Gunfire Support Accept/Refuse Message
  - ao. Gunfire Support Tasking Message
  - ap. Operational/Priority/Maintenance Demands
  - aq. Operational Status Report
  - ar. Patrol Forecast Report
  - as. Patrol/Reconnaissance Report
  - at. Reinforcement Demand

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- au. Report on Defective Unsatisfactory Materiel
- av. Road Condition Report
- aw. Road Space Request
- ax. Sapper Demand
- ay. Situation Report
- az. Strike Warning
- ba. Suspected Law of Armed Conflict Violation Incident Report
- bb. Time Over Target Message
- bc. Topographical Support Request
- bd. Unengaged Target Report
- be. Vehicle Movement Restriction Report.

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## ANNEX B TO CHAPTER 7

### COMMANDER'S DIARY

1. The commander's diary, formerly referred to as a war diary, is a legal record of operations providing a comprehensive record of a deployment, including the work-up training period. Subsequently, it assumes historical significance as one of the most permanent and comprehensive records of the daily events surrounding unit or formation operations. The format of a commander's diary is an OPSLOG and a collection of key documents (eg, OPODs and SITREPs) from the period covered. The layout is to conform with forms ON012, Commanders Diary Narrative, and ON013, Commanders Diary. Form ON012 is an OPSLOG and, provided the same headings are kept, may be maintained as an electronic document. Form ON013 provides guidance on how to maintain a commander's diary, a list of the documents that should be kept as part of the diary and a cover sheet on which the attached documents can be ticked off. The only workload is collating all the documents into one file or folder at the end of each month for dispatch.
2. While on operations, Army HQ, formations and units are required to record their activities. As deployments will usually be joint in nature, there is a requirement to ascertain which records are required for submission up the joint chain of command as well as the Army chain. The current HQ JOC information management policy<sup>4</sup> requires deployed units to conform to both HQ JOC and their parent Service's operational record-keeping procedures. The purpose of the diaries is as follows:
  - a. to provide data on which future improvements in training, equipment, organisation and administration can be based

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4. <http://intranet.defence.gov.au/DRMS/uAM199/AM172183.pdf>

- b. to provide an historical record of operations for historians, operations analysts, medical researchers and the Department of Veterans' Affairs.
3. Information management systems can simplify maintenance of the commander's diary, which becomes an amalgamation of the OPSLOG with significant operational correspondence for the given time period.
4. Commanders' diaries should be submitted monthly so that a record remains if the HQ or unit is destroyed, seriously damaged or overrun. Questions on the technical management and content of commanders' diaries should be addressed to the Australian AHU.

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## BIBLIOGRAPHY

*Defence Act 1903*

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