

# MAGTF Senior Watch Officer Guide



## MAGTF Staff Training Program (MSTP)

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# MAGTF Senior Watch Officer Guide

This pamphlet supports the academic curricula of the Marine Air-Ground Task Force (MAGTF) Staff Training Program (MSTP).

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22 March 2017

UNITED STATES MARINE CORPS  
MSTP Division  
Training and Education Command  
2042 South Street  
Quantico, Virginia 22134-5001

22 March 2017

**FOREWORD**

1. **PURPOSE.** The MAGTF Senior Watch Officer (SWO) Guide provides planning and execution guidance designed to assist MAGTF Combat Operations Centers (COC).

2. **SCOPE.** This pamphlet provides guidance for Senior Watch Officers performing duties in MEF, MEB, and Major Subordinate Command (MSC) COCs. Officers and SNCOs can use this guide for Watch Officer training as well as planning and execution of operations. It contains detailed planning and execution checklists for the required management and flow of information in a COC and provides the tools to keep the commander informed of critical events during operations.

3. **SUPERSESSION:** MSTP Pamphlet 3-0.2 dated August 2010.

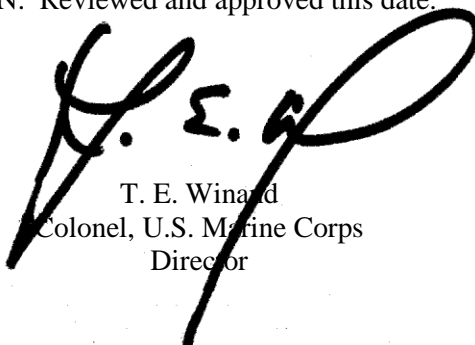
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5. **CERTIFICATION.** Reviewed and approved this date.



T. E. Winard  
Colonel, U.S. Marine Corps  
Director

*Throughout this pamphlet, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either sex.*

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## Table of Contents

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<b>Part 1: Orientation.....</b>	<b>1</b>
1001. The MAGTF Senior Watch Officer.....	1
1001a. The Senior Watch Officer Billet.....	1
1001b. The Role of the SWO in the COC .....	1
1001c. Staff Functioning .....	2
1001d. The SWO's Duties.....	3
1002. Knowledge and Skills Required of the SWO .....	7
1002a. Knowledge.....	7
1002b. Skills .....	9
1003. The SWO's Function in Current Operations .....	11
<b>Part 2: Combat Operations Center .....</b>	<b>13</b>
2001. The SWO in the MAGTF COC .....	13
2001a. Role of the Marine Expeditionary Force (MEF) SWO ...	13
2001b. The SWO and the COC Team .....	14
2001c. Staff Relationships.....	25
2001d. Time Horizons .....	26
2002. The Major Subordinate Command SWO.....	28
2003. The SWO in the Joint Task Force.....	29
<b>Part 3: Information Management .....</b>	<b>31</b>
3001. Introduction.....	31
3002. Information Management Theory .....	31
3002a. Information Hierarchy.....	31
3002b. Processing Information .....	31
3002c. Information Management Principles .....	32
3003. Quality Information .....	36
3004. Focusing Information Management.....	36
3004a. Commander's Intent.....	37
3004b. Commander's Critical Information Requirements.....	37
3004c. Commander's Guidance.....	38
3005. Information Management Plan (IMP).....	38

3005a.	Guidance for Developing the IMP .....	38
3005b.	Recommended Content for Annex U.....	39
3006.	Information Management Process .....	40
3006a.	Information Management in the COC.....	40
3006b.	Situational Awareness (SA) .....	42
3007.	Information Management Tools .....	43
3007a.	Tools Available to the SWO .....	43
3008.	C2 Systems .....	51
3009.	Computer Applications .....	51
<b>Part 4:</b>	<b>Putting It All Together .....</b>	<b>55</b>
4001.	Prior Planning – The Role of the SWO.....	55
4002.	Designing, Deploying, Standing Up & Testing the COC .....	55
4003.	Conducting Operations .....	56
4004.	Displacing the COC .....	57
<b>Appendix A:</b>	<b>Battle Drills and Checklists .....</b>	<b>A-1</b>
A-1	Sample Indirect Fire (IDF) Battle Drill .....	A-1
A-2	Sample Downed Aircraft (A/C) Battle Drill .....	A-2
A-3	Sample COC Watch Bill .....	A-3
A-4	Sample Significant Event or Incident Checklist.....	A-4
A-5	Sample Distinguished Visitors (DV) Arrival/Departure Checklist .....	A-5
A-6	Sample Spot Report (SPOTREP) .....	A-6
<b>Appendix B:</b>	<b>Briefings .....</b>	<b>B-1</b>
B-1	Sample Shift Change Brief Format .....	B-1
B-2	COC Update Brief Guidance.....	B-3
<b>Appendix C:</b>	<b>Notional MEF COC Floor Layout.....</b>	<b>C-1</b>
<b>Appendix D:</b>	<b>SWO Training Opportunities.....</b>	<b>D-1</b>
<b>Appendix E:</b>	<b>Glossary .....</b>	<b>E-1</b>
<b>Appendix F:</b>	<b>Acronyms.....</b>	<b>F-1</b>
<b>Appendix G:</b>	<b>References .....</b>	<b>G-1</b>

**Figures**

Figure 1. Decision Cycles..... 11

Figure 2. External Agencies, Inter-Agencies and Centers ..... 12

Figure 3. COC Cell Organization ..... 14

Figure 4. COC Billets ..... 24

Figure 5. Time Horizons and Planning Responsibilities ..... 28

Figure 6. Characteristics of Quality Information..... 36

Figure 7. Battle Rhythm Considerations..... 44

Figure 8. Example MAGTF Battle Rhythm ..... 45

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## Part 1

# Orientation

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## 1001. The MAGTF Senior Watch Officer

### a. The Senior Watch Officer (SWO) Billet

Your assignment as a SWO in a MAGTF Combat Operations Center (COC) is one of the most challenging billets you will hold in the Marine Corps. This pamphlet provides an understanding of what is expected and the resources you will need to execute your duties as a SWO. In short, this pamphlet should be used as both a training resource and as a daily guide for executing combat operations within the COC.

The term SWO originated in the organization of the USMC Tactical Air Command Center (TACC), which specified a billet for a senior officer of the watch. The SWO does not necessarily need to be the most senior officer on the COC Team. However, he does have delegated authority from the commander to task individuals, make decisions, issue orders, gather information, and orchestrate the COC Team to accomplish the MAGTF mission and comply with the commander's guidance.

**TTP: Tactics, Techniques, and Procedures (TTP) assist the SWO and the COC Team prepare for their watch standing duties in the COC. TTP(s) that appear in this pamphlet are indicated in bold type and labeled accordingly.**

### b. The Role of the SWO in the COC

MCDP 6, *Command and Control*, functionally describes a COC and the social interaction occurring therein during operations. The SWO is an integral part of a team with a specific role in command and control:

“Each commander (supported by the staff) and immediate subordinates constitute an integrated team – a cohesive group committed to the accomplishment of a single mission...Each team functions as a single, self-contained organism –

characterized by cooperation, reciprocal influence, lateral and vertical communication, and action-feedback loops operating continuously in all directions. Each member of the team may perform a different task, but always within the context of the team mission.”

As SWO, you are responsible to the G-3 Current Operations Officer (COPSO) for the orderly and effective operation of the COC. You also discharge the duties of the COPSO in his absence. **Your primary responsibility is information management.** Inherent in this responsibility is the need for an Information Management Plan (IMP). The need to effectively manage information in order to gain and maintain situational awareness is the greatest challenge you will experience as a SWO.

Gaining and maintaining situational awareness involves coordinating the efforts of people manning positions in the COC as they, and you, evaluate the importance of information. You must maintain full awareness of the general situation within the MAGTF by staying above the fray, as you monitor the activities of higher, adjacent, supporting and subordinate commands. You must avoid getting distracted by non-critical information that can be handled by others. Knowing when and where to focus your attention and when to make or seek a decision is a critical part of your duty as SWO.

### **c. Staff Functioning**

The SWO’s relationship with the commander and the staff is a key element of his effectiveness in operations. There are two main groups within the command element of the MAGTF with whom the SWO must interact with during his watch. These are:

- The Command Group
- The Battle Staff

At the MEF level, the Command Group consists of the MEF Commander, Deputy Commander, the Chief of Staff, and the senior enlisted advisors (Sergeant Major and Command Master Chief). The Command Group is the primary decision making body. The commander issues specific guidance regarding which decisions will remain as his prerogative and which may be delegated. The COC Team and you, as the SWO, act within the bounds established by the commander’s intent and guidance found in the Operations Order (OPORD), or expressed orally by the commander. Generally, the commander retains decision authority for Commanders’

Critical Information Requirements (CCIR), significant changes to the OPORD, command relationships (e.g. OPCON/TACON), shift in main effort, commitment of reserve, etc. The SWO's job is to satisfy the information requirements of the commander by keeping the Command Group informed on CCIR(s) and other significant events as the operation progresses, such as the Commander's Significant Notification Events (CSNE).

The battle staff consists of the principal staff officers (Assistant Chief of Staff (AC/S) G-1 through G-6, or higher) and Special Staff (e.g. Staff Judge Advocate, Comptroller, Civil Affairs Officer, Chaplain, Medical Officer, Public Affairs Officer, etc.). The battle staff is the commander's primary advisory group that closely monitors the areas under its cognizance. They make decisions regarding routine matters involving the support required for mission accomplishment. The SWO's interaction with the battle staff is usually through the COC Team as they interact with their respective staff sections during the watch. Occasionally, the SWO will interact directly with members of the battle staff, but this is the exception rather than the rule.

**TTP: CSNE (Commander's Significant Notification Event) is a non-doctrinal term for any event the Commander deems significant enough to require his staff to immediately notify him when that event occurs. Unlike a CCIR, a CSNE does not require the Commander to make an immediate decision when he is notified.**

#### **d. The SWO's Duties**

Although your exact duties will vary within each MAGTF COC, existing doctrinal publications, MEF Standing Operating Procedures (SOP) and interviews of former SWOs provide a compendium of responsibilities most often inherent in this billet.

- Act as immediate supervisor for the principal COC watch standers and coordinator with the liaison personnel.
- Provide focus to the overall command and control effort by assisting the commander in maximizing the effectiveness of his decision making process. The SWO performs his duties within the model of command and control theory known as the OODA (observe, orient, decide, and act) loop. The SWO enables the commander to cycle through the OODA loop by conducting his own OODA loop with the COC Team before providing the

commander with information critical to making a decision. (See MCDP-6 for a discussion of OODA loop model and how it supports decision-making.)

- Receive, analyze, and direct the flow of information coming into the COC to ensure key personnel (within and outside the MAGTF COC) receive pertinent information in enough time to accomplish their tasks. Also, record and disseminate operational reports from higher, adjacent, supporting, and subordinate commands
- Monitor, coordinate, and supervise the execution of the current MAGTF operation order, including operational updates and FRAGOs.
- Track and manage CCIRs and other significant information requirements/events. The SWO and the COC watch standers must have a comprehensive understanding of the MAGTF operations order in order to perform their duties. This understanding is especially important because the SWO acts as the sole releasing officer for messages originating from the COC. A releasing officer is defined as, "A properly designated individual who may authorize the sending of a message for and in the name of the originator." (JP 1-02 *DOD Dictionary of Military and Associated Terms*.)
- Serve as the principal point of contact (in conjunction with the G-3 Operations Officer) for liaison personnel from higher, adjacent, supporting, and subordinate commands.
- Inform higher, adjacent, and subordinate commands of significant events occurring within the MAGTF area of operations. This includes transmitting the commander's orders and tactical decisions. You should personally notify the SWOs at subordinate commands when new orders are issued and uploaded to your command's website.
- Monitor the status of communications with higher, adjacent, supporting, and subordinate commands. Ensure a status board of C2 systems is maintained within the COC.
- Brief the Commanding General, Deputy Commander, Chief of Staff, Assistant Chiefs of Staff, or any official visitor on the current situation.
- Ensure staff sections not represented in the COC are notified of, and take appropriate action on, information affecting functions under their purview.



- Monitor the progress of tactical operations and, per your SOP, expeditiously report tripped CCIR(s), significant events or incidents to the AC/S, G-3 and the command group.
- Maintain the following maps and / or information displays:
  - General Situation Map (Displayed electronically with a map board backup). This display shows the Common Operational Picture (COP).
  - Other COC Tactical Displays (Electronic or manual). Note: Many of the information tools mentioned here are part of a MAGTF web portal.
    - Task Organization
    - Significant Events (Friendly)
    - Execution Checklist
    - Commander's Intent
    - Current Mission and Tasks
    - Future Mission and Tasks
    - Alerts and Conditions
    - CCIR(s)
    - Synchronization Matrix
    - Decision Support Matrixes
    - Higher Command's Operation Order (OPORD), Fragmentary Order(s) (FRAGO), Situation Reports (SITREP), Operational Summaries (OPSUM), Current Intent and Mission
  - Adjacent Commands' OPORD, FRAGO(s), and SITREP(s)/OPSUM(s).
  - Supporting Commands' OPORD, FRAGO(s), and SITREP(s)/OPSUM(s).
- Coordinate with the Staff Judge Advocate (SJA) for advice and guidance, as required, on issues dealing with claims, refugees, law of war, and rules of engagement (ROE).
- Coordinate with the Public Affairs Office (PAO) for matters dealing with the release of internal and external information and relations with the civilian media and the general public.
- Conduct battle drills within the COC to enhance crisis response and test the overall efficiency of the staff.

- Muster the watch and conduct a Shift Change Brief or COC/battle updates as appropriate.
- Monitor Battle Rhythm events and provide action on reports/briefs occurring during your watch.
- Monitor/manage the Request for Information (RFI) process.
- Monitor the command journal for currency and accuracy.
- Maintain close contact with the Current Operations Officer (COPSO) and be prepared to assume his position, when required.
- Monitor a continuous assessment effort in order to identify the *delta* between what was planned and what is being executed. The SWO, and the assessment team in particular, must be able to recognize the delta during execution of the operations order and know what action to take to reduce the gap to the point that the commander's intent is maintained, or when to identify a decision point requiring an adjustment to a branch plan or sequel. The following five questions will aid in assessments:
  - **How are we doing?**
  - **Are we doing the right things?**
  - **Are we doing things right?**
  - **So what?**
  - **What's next? When?**
- Coordinate with Marine Corps Liaison Officers (LNO) at higher and adjacent commands. The SWO may monitor communications between COC cells and LNOs by viewing chat rooms or by reviewing email messages. Through monitoring and being kept informed by COC Team members, the SWO's situational awareness is enhanced. The SWO may communicate directly with LNOs or higher headquarters SWOs when critical information needs to be discussed. (See: Appendix C, MCWP 5-10, *Marine Corps Planning Process*, for more information on liaison officers.)
- Monitor other COC requirements. No two MAGTF COCs are configured, trained, organized, and equipped alike. The SWO and the COPSO must be aware of the strengths and weaknesses of individual COC personnel. Prior to conducting operations, the SWO should know which functional areas will require the closest monitoring. The G-3 should request personnel augmentation for the COC to overcome deficiencies before operations commence.

## 1002. Knowledge and Skills Required of the SWO

There are no formal schools or program of instruction for a MAGTF SWO at the MEF/MEB and senior MSC level. Most training will more than likely be “on the job.” See Appendix D

Based upon interviews of SWOs with significant operational experience and the limited resource material in existing publications, the following knowledge, skills, and abilities are considered minimum requirements: (Details of knowledge areas are covered, later, in this pamphlet)

### **a. Knowledge:**

1. Familiarity with staff positions within the COC and the duties and responsibilities inherent in each position.

#### **Training Resources:**

- This pamphlet
- MCWP 3-30 *MAGTF Command and Control*

2. Familiarity with the C2 systems that allow the COC to communicate with higher, adjacent, supporting, and subordinate headquarters. The SWO should have a basic understanding of system purpose, benefits, interoperability, limitations, and function within the COC.

#### **Training Resources:**

- This pamphlet
- MCWP 3-30 *MAGTF Command and Control*
- MCWP 3-30B *Information Management*

3. Familiarity with computer applications that enhance situational awareness and manage information flow in the COC. The SWO must understand the various Command and Control (C2) systems and how they will be used to manage information. Additionally, he must be able to articulate how information will be managed within the COC and be responsible for training the staff to perform this function. The SWO must have the knowledge to utilize computer applications as tools to enhance situational awareness.

#### **Training Resources:**

- Command and Control Training and Education Center of Excellence (C2 TECOE), Quantico, VA
- MISTC training at selected bases

4. General familiarity with SharePoint design and utilization. The SWO needs to know how the MAGTF SharePoint can enhance his ability to share information with higher, adjacent, supporting, and subordinate commands.

**Training Resources:**

- Local courses on website design and functioning
- MISTC SharePoint operator's course

5. Familiarity with MAGTF operations to include command relationships with higher, adjacent, supporting, and subordinate commands.

**Training Resources:**

- MCDP 1-0 *Marine Corps Operations*

6. Familiarity with the roles and responsibilities of Liaison Officers at other COCs within the joint task force and how to interact with them to leverage situational awareness.

**Training Resources:**

- MCWP 3-30 *Marine Air-Ground Task Force Command and Control*
- MCWP 5-10 *Marine Corps Planning Process*
- FM 6-0 *Mission Command: Command and Control of Army Forces*

7. Familiarity with Joint Task Force (JTF) command and control to include issues involving the role of service components within the JTF.

**Training Resources:**

- MCDP 1-0 *Marine Corps Operations*
- Joint Pub 1-02 *DoD Dictionary of Military and Associated Terms*
- Joint Pub 3-0 *Joint Operations*
- MCWP 7-10 *Componency*

8. Familiarity with planning considerations and factors utilized in the development of an operation plan or order.

**Training Resources:**

- MCWP 5-10, *Marine Corps Planning Process*
- FM 5-0, *Army Planning and Orders Production*
- MSTP Pamphlet 5-0.3 *MAGTF Planner's Reference Manual*

- MSTP Pamphlet 5-0.2 *Operational Planning Team Guide*

9. Familiarity with the Marine Corps Planning Process (MCP), especially regarding design and the commander's role in planning. This will help you to understand how your commander thinks and conveys his thoughts.

#### **Training Resources:**

- MSTP Warfighting Seminar Briefs on the MSTP SharePoint
- MCWP 5-10 *Marine Corps Planning Process*
- MCDP 1-0 *Marine Corps Operations*

#### **b. Skills:**

1. Be able to utilize and understand the capabilities of those systems you will use in your duties. These may include Command and Control PC/Joint Tactical COP (Common Operational Picture) Workstation (C2PC/JTCW) and Command Post of the Future (CPOF).

#### **Training Resource:**

- Home station MISTC-provided instruction (see Paras. 1002 and 1002.a.3, above)
2. Be able to understand, utilize and manage computer information sharing systems and applications. The SWO's skill level for these systems and applications can range from basic familiarity to full operational knowledge, depending upon how the MAGTF's Information Management Plan (IMP) is structured. The G-3 is responsible for ensuring the watch teams receive training in the information management systems and applications that will be utilized in the COC.

#### **Training Resource:**

- MSTP Pamphlet 6-0.2 *Guide to MAGTF Information Systems*
3. Be able to read military maps of various scales and types. The SWO must be able to rapidly transition from tactical LAN map displays to map boards and overlays in the COC in the event of power failure.

#### **Training Resources:**

- JP 1-02: *DoD Dictionary of Military and Associated Terms*
4. Be able to utilize the Common Operational Picture (COP) to quickly identify positions of MAGTF elements and enemy units in the area of operations (AO).

**Training Resource:**

- OJT with COP Manager
- MISTC Watch Officer / Watch Chief training course

5. Be able to lead the watch section in the execution of Battle Drills. Appendix A provides a checklist of procedures for various drills and proficiency and should be considered a minimum readiness standard for the SWO.

**Training Resources:**

- MAGTF SOPs
- C2 TECOE battalion and regimental digital COC SOPs

6. Be able to draft and publish a FRAGO in accordance with the commander's decision.

**Training Resources:**

- MCWP 5-10 *Marine Corps Planning Process*
- FRAGO examples in tactical SOP

7. Be able to handle multiple tasks simultaneously while staying oriented on the current operational situation.

**Training Resources:**

- OJT through CPXs and Battle Drills

8. Be able to rapidly analyze information flowing into the COC and make accurate decisions on what is of importance to the commander

**Training Resource:**

- OJT through CPXs and adherence to an Information Management Plan

9. Be able to identify those decisions that should go to the commander or battle staff and those that the SWO/COPSO can make.

**Training Resources:**

- OJT through CPXs, MAGTF SOP, and G-3 COPSO guidance

10. Possess a strong presence of mind, keen situational awareness, swift problem-solving ability and excellent communication ability up and down the chain of command.

**Training Resources:**

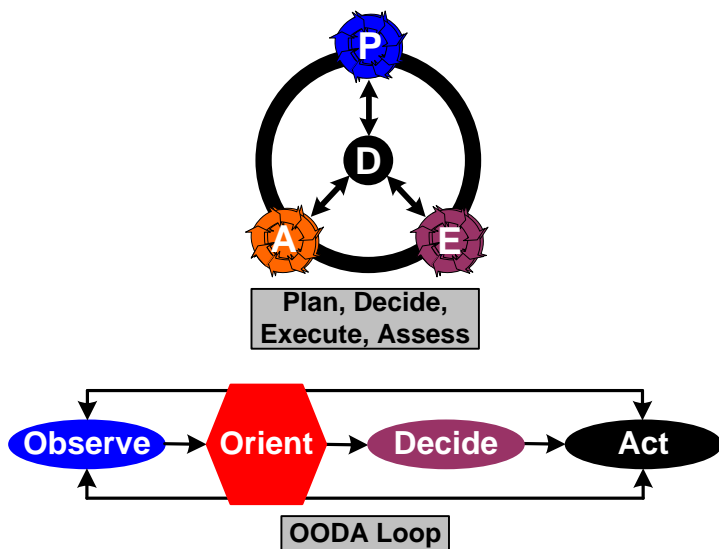
- OJT through CPXs and during the planning phase

### 1003. The SWO's Function in Current Operations

Many dynamic elements contribute to the SWO's ability to facilitate current operations. The SWO is the team leader who takes charge of the COC as soon as his shift commences. In order to run a successful watch section, a SWO should keep certain basic principles in mind.

First, the SWO and his section filter the flow of information into the COC. The SWO does this to remove clutter and glean what is needed to paint a multidimensional "picture" of the battlefield. This improves the situational awareness of the commander (and of the MAGTF writ large).

Second, the SWO must understand his role and importance in the commander's decision cycle. These will vary with the commander's personality, experience, and the complexity of the operation. Every commander's decision cycle is different; therefore, the SWO must learn how his commander thinks and what is important to him.



*Figure 1. Decision Cycles*

**Figure 1** shows two decision cycle models that can apply not only to the commander but also to the SWO and COC Team, as noted in MCDP 6. The different types of cycles illustrate how decision makers can use different models and speeds in making decisions. Collectively, all MAGTF decision cycles must operate faster than the enemy's decision cycles. (See MCDP 6 for more discussion of decision cycles).

The SWO should ensure functional cells in the COC share information with each other as well as entities outside the COC. This will enhance the cells' analytic processes, promote unity of effort and improve the situational understanding of the staff and the commander.



*Figure 2. External Agencies, Inter-Agencies and Centers*

**Figure 2** depicts some examples of centers and agencies the COC Team would collaborate with outside of the COC. The SWO must also maintain contact with LNOs at higher and adjacent headquarters. This can be accomplished in several ways:

- by direct contact using voice means
- electronic messaging
- delegation of that authority to a subordinate cell within the COC, or within the MSCs.

SWO contact with liaison teams will enhance the commander's ability to stay abreast of information regarding changes to orders by higher headquarters and increases situational awareness.



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## Part 2

# Combat Operations Center

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## 2001. The SWO in the MAGTF COC

### a. Role of the Marine Expeditionary Force (MEF) SWO

This section focuses on the role of the SWO in the MAGTF Command Element (CE) COC. Although the MEF COC is the center of this discussion, its role, functions, and operational context are common to COCs in all MAGTF elements.

MCRP 1-10.2 *Marine Corps Supplement to the DoD Dictionary of Military and Associated Terms*, defines the COC as “The primary operational agency required to control the tactical operations of a command that employs ground and aviation combat, combat support, and combat service support elements or portions thereof. The combat operations center continually monitors, records, and supervises operations in the name of the commander and includes the necessary personnel and communications to do the same. Also called COC.”

At the MEF level, *the SWO is responsible for the orderly and effective operation of the COC.* That goal epitomizes the main tenet found in MCDP 6, *Command and Control*: “No single activity in war is more important than command and control.”

A review of the elements of command and control points out the role of the MEF SWO and his close relationship to the commander. According to MCDP 6, the basic elements of the command and control system are ‘people,’ ‘information,’ and the ‘command and control support structure.’ “People drive the command and control system – they make things happen – and the rest of the system exists only to serve them.”

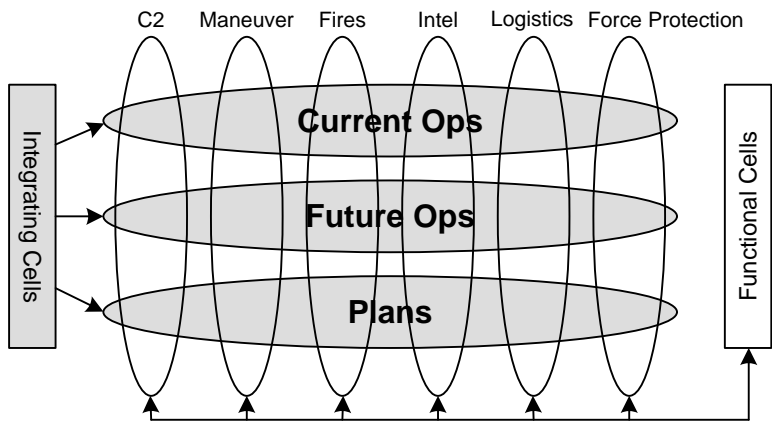
MCDP 6 states ‘information’ refers to “representations of reality which we use to inform – to give form and character to – our decisions and actions.” Essentially command and control is about information – “getting it, judging its value, processing it into useful form, acting on it, and sharing it with others.” The final element of the command and control process is identified as “the command and control support structure.” This structure consists of “organizations, procedures, equipment, facilities, training,

education, and doctrine, which support command and control.” Thus, the essence of the SWO’s function in the COC is to assume a key role in the gathering, processing, and utilizing information in order to support the commander’s decision-making process.

**b. The SWO and the COC Team**

Marine Corps doctrine prescribes neither the layout nor manning of any MAGTF COC. This is intentional. The MAGTF commander has wide latitude to organize his COC to meet his needs. References such as current MEF SOPs, various handbooks, and Service and Joint publications provide notional layout and manning options for a COC. Appendix C provides a generic COC configuration and the typical battle staff positions found therein. Optional manning positions are also identified to meet varying requirements and ensure maximum flexibility.

MAGTF COCs are organized into **functional** and **integrating** cells to promote rapid distribution of relevant information. Each cell has clearly defined tasks and the latitude to interact freely as necessary with any other cells whose knowledge and expertise is required for the situation at hand.



*Figure 3. COC Cell Organization*

Functional cells support each of the six warfighting functions. See Appendix B, MCWP 5-10 for a complete discussion of Warfighting Functions. Each cell is manned and equipped to cover all mission required areas of expertise and conform to theater-specific laws and regulations. Functional cells draw their personnel from the staff sections, augments, the MSCs, and subject matter experts from inside and outside the command. Guided by the SWO, functional cells integrate and synchronize

their activities within the current operations time line, usually the next 24 to 48 hours.

Integrating cells synchronize the activities of functional cells across different time horizons. Examples of integrating cells are Current Operations (COPS), Future Operations (FOPS), and Plans (G-5). COPS normally focuses on events occurring within the next 24 to 48 hours, FOPS, on events beyond 48 hours, and Plans, on future operations within the current OPLAN and other theater operational plans. **Figure 3** (page 14) depicts functional and integrating cell organization.

Cells integrate and communicate with one another by using an Information Management Plan (see Section 3005) and through meetings of the various B2C2WG (boards, bureaus, cells, centers and working groups). B2C2WG is not an official DoD acronym, although it has become a colloquial term among Joint Forces. Definitions of boards, bureaus, cells, centers and working groups from the U. S. Army's field manual, FM 5-0, *The Operations Process*, appear below. These definitions can help determine what boards, centers, cells, etc. a MAGTF Command Element may require.

**Board** – a temporary grouping of selected staff representatives who are delegated decision authority for a particular purpose or function. Examples are: Effects Coordination Board, MEF Targeting Board, Movement Control Board, and Resource Allocation Board

**Bureau** – a long-standing functional organization with a supporting staff designed to perform a specific function or activity within a HQ. The most common example of a bureau is a Visitors Bureau.

**Center** – a command and control facility established for a specific purpose. Examples are: Civil Military Operations Center (CMOC), Intelligence Operations Center (IOC), Tactical Fusion Center (TFC), MAGTF Deployment and Distribution Operations Center (MDDOC), Tactical Air Command Center (TACC), Direct Air Support Center (DASC), and FFCC (Force Fires Coordination Center)

**Cell** – a grouping of personnel and equipment, by warfighting function or purpose, to facilitate command and control during operations.

**Working Group** – A temporary grouping of predetermined staff representatives who meet to coordinate and provide recommendations for a particular purpose or function. Working groups (WG) may be formally identified in the OPORD and included in the battle rhythm or they may be ad hoc. Examples of the former are Information Management WG, Effects

WG, Information Operations WG, and Targeting WG. An example of the latter is a “Tiger Team” that may be temporarily convened to accomplish a specific objective, such as base realignment and closure, transition of forces, and change of command.

Internal COC cells interact with higher, adjacent, and subordinate COC cells to plan and execute the operations order. Lateral coordination among cells improves operational tempo by fostering the unrestrained flow of information and allowing multiple cells to simultaneously work different issues. This shortens the time needed for meaningful decisions and their coordinated execution.

The SWO can extend his span of control in the MAGTF COC through his span of contact. His main point of contact is his boss, the COPSO. In consultation with the G-3, COS and commander, the COPSO determines the layout and manning of the COC. He also gives the SWO specific guidance on how he should execute his watch and what level of staff manning he should maintain.

The configuration and manning of MAGTF COCs varies among the MEFs and within MAGTF elements. The COC must have sufficient personnel to maintain 24-hour operations. This normally requires at least two 12-hour watch crews. When combat operations must be sustained over an extended time period, more frequent crew rotation may be necessary. Feedback from SWOs in recent combat operations indicates that crews typically “burn out” after about four months in a “12 on, 12 off” watch rotation.

Additional cells and billets/positions in the COC battle staff can give the commander more information for decision-making. A review of all MEF tactical SOPs and interviews of experienced SWOs resulted in identification of the following battle staff positions and functional billets in addition to the SWO in a notional MAGTF COC: **(The diagram in Appendix C depicts a layout for core cell positions in a MEF COC)**

**Note: A brief description of the overall function of COC billet holders is provided below along with an explanation as to how the SWO interacts with the billet holder being described.**

### **Commander**

“The commander is one who is properly appointed to command an organization, or who, under applicable provisions of law, regulations, or

orders, succeeds to such command due to transfer, incapacity, death, or absence of the previous commanding officer.” **Reference:** MCRP 1-10.2.

The commander’s presence in the COC is determined by his personal battle rhythm and the importance of events that occur during operations. The SWO is usually the commander’s first point of contact in the COC and plays a key role in ensuring his situational awareness. The SWO should develop a personal relationship with the commander in order to know his decision-making style and preferences. This is important because the SWO is the commander’s filter for information being managed in the COC.

### **Current Operations Officer (COPSO)**

The COPSO is responsible to the G-3 for efficient and effective operation of the COC. He coordinates the current battle and ensures adherence to the commander’s intent through execution of the OPORD and current FRAGO(s). As the SWO’s boss, he ensures the COC functions according to the needs of the commander and the flow of information supports the MAGTF decision cycle. The COPSO sometimes mans a permanent position in the COC even though he may not always be present. The SWO performs the COPSO’s duties in his absence. **Reference:** MCWP 3-30 *Marine Air Ground Task Force Command and Control*.

### **Senior Watch Officer (SWO)**

The SWO is responsible to the COPSO for the orderly and effective operation of the COC. He performs the duties of the COPSO when he is absent. He supervises the gathering, processing, and use of information. He evaluates its importance. In particular he maintains situational awareness of the deep, close, and rear battles (or decisive, shaping, and sustaining actions) and keeps the commander and COPSO informed. The SWO also maintains contact (and exchanges pertinent information) with watch officers in higher, adjacent, supporting, and subordinate commands.

### **Watch Chief**

The COC Watch Chief assists the SWO and other watch officers as required. He supervises all enlisted personnel in the COC watch and designates someone to assume his watch in his absence. The Watch Chief is the linchpin for efficient operation of the COC and should develop his skills to a point where he can fill in for watch standers during brief

absences. The SNCO Advanced Course exposes senior SNCOs to COC operations, basic duties, and the C2 systems utilized in a MAGTF COC.

### **Reports Officer**

The Reports Officer prepares Situation Reports, Operational Summaries, OpReps, and other reports as required. He maintains the COC Report Submission Matrix on the MAGTF's web site. He coordinates and verifies the information contained in his reports with other watch standers and higher, adjacent, and subordinate commands. He must have SWO approval in order to submit reports to the commander or to post to the web site.

### **Journal Clerk**

The Journal Clerk maintains the COC Journal. The Journal is usually maintained on the Tactical Local Area Network (LAN); however, it is advisable to have a contingency plan for manual recording of the journal in the event of a power failure. The Journal Clerk works under the direct supervision of the Watch Chief and is normally positioned in the COC close to the SWO so that all critical events are recorded. The SWO reviews the Journal periodically to ensure information recorded reflects events as they occurred.

### **COP Operator**

The COP Operator, working under SWO/Ground Watch Officer supervision, maintains the MAGTF Common Operational Picture (COP) display (typically by using the C2PC software application). He also develops overlays, prepares graphics for the Operations Summary (OPSUM), and verifies unit locations and the electronic unit symbols on the COP display. The SWO and the COP Operator should develop a procedure for macro and micro views of the COP in order to rapidly develop situational awareness during significant events or battle drills.

### **FRAGO Officer**

The FRAGO Officer writes and disseminates the current operations fragmentary orders. He coordinates with the G-3 section and the SWO to ensure each order has the desired contents and with the Reports Officer and Journal Clerk to ensure orders are correctly numbered and posted to the MAGTF SharePoint. The FRAGO Officer should also verify

subordinate units have actually received their orders after issue and web site posting.

### **Ground Watch Officer**

The Ground Watch Officer is responsible for monitoring execution of the current GCE scheme of maneuver. He assumes the duties of the SWO in the latter's absence, and supervises the Rear Area Security Watch Officer, Chemical, Biological, Nuclear, Radiological Defense Watch (CBRND) Officer and other billets in the COC as required. The ground watch function is often organized into cells consisting of the Deep Battle Cell and the Close Battle Cell. He is also responsible for keeping the Future Operations Officer (FOPSO) informed of the current situation.

### **Force Protection Officer**

The Force Protection Officer's exact role varies with the mission and purpose of the MAGTF operations. This billet could also be titled: Rear Area Security Watch Officer, Anti-terrorism Officer, or Rear Area Security (RAS) Watch Officer. Whatever the designation, the COPSO and SWO should determine the role and responsibilities of this billet holder during the planning phase. The Force Protection Officer coordinates significant events with the Ground Watch Officer and the SWO.

### **Intelligence Watch Officer**

The Intelligence Watch Officer (IWO), assisted by an intelligence specialist, represents the MAGTF G-2 in the COC. He ensures a continuous exchange of information and intelligence between the COC and the Intelligence Operations Center (IOC). He ensures that the SWO is aware of what collections assets are supporting current operations and he keeps the SWO informed of the status of the MAGTF Collection Plan and any CCIR(s) dealing with the current enemy situation. He also verifies the accuracy of threat force data in the COP.

### **Intelligence Watch Chief**

The Intelligence Watch Chief (IWC) assists the IWO and supervises the Intelligence Watch Assistant. The IWC monitors dissemination of Intelligence Summaries (INTSUM) and significant Intelligence Reports (INTREP). He also monitors the status of the Collection Plan and ensures the enemy position plot is maintained in C2PC and on situation maps.

## **Intelligence Watch Assistant**

The Intelligence Watch Assistant works under the supervision of the IWC and maintains all intelligence COP displays and situation maps.

## **Fires Watch Officer / Fire Support Coordinator**

There are many options available to the MAGTF commander for how to command and control lethal and non-lethal fires. This pamphlet does not advocate any one option, but offers several ways in which a COC might be configured to maximize its effectiveness in controlling fires. Though the billet lacks an official title, we will refer to the SWO's main contact for managing fires information on the watch as the Fires Watch Officer (FWO). The FWO plans, coordinates, integrates, directs, and monitors organic and supporting lethal and non-lethal fires in support of the MAGTF. The FWO may lead a Current Fires Section in the COC, or he may be the liaison for a subordinate Force Fires Coordination Center where the actual coordination of lethal and non-lethal fires is conducted.

In some MAGTFs the FWO billet may be called the Force Fires Coordination Officer (FFCO), Force Effects Watch Officer (FEWO), Fire Support Coordinator (FSC) or some other title that reflects a functional responsibility regarding current fires. FWO assistants can include a Surface Fires Watch Officer, Air-Fires Watch Officer, Naval Surface Fires Watch Officer, Counterfire Watch Officer, and/or a Force Fires Watch Chief. All ground combat maneuver units down to the battalion level include fire support coordination elements of varying degrees of authority and responsibility. The FWO continuously coordinates cross-boundary and joint/coalition forces with MAGTF fires in order to avoid fratricide. This is particularly true during combined arms coordination in the close battle.

## **Fires Watch Chief**

The Fires Watch Chief (FWC) assists the FWO and supervises the enlisted Marines assigned to the Current Fires Section of the COC. The FWC must be prepared to work with the SWO in the FWO's absence.

## **Naval Surface Fires Watch Officer**

The Naval Surface Fires Watch Officer monitors, coordinates, and supervises the execution of naval surface fires in support of the MAGTF.



He coordinates with any Naval Force Liaison Officer in the COC and is the SWO's main point of contact for naval surface fire issues.

### **Air Operations Watch Officers (Fixed Wing, Rotary Wing)**

Air Operations Watch Officers, also known as Air-Fires Watch Officer(s), monitor and coordinate the execution of aviation fires in support of the MAGTF. Air Operations Watch Officers are the SWO's main COC point of contact for aviation issues such as aircraft readiness, ATO execution, reactive targeting, battlefield shaping, and other time-critical events. The Air Watch Officers maintain contact with the TACC and the DASC and keep the SWO advised of significant events occurring in their areas of responsibility. The Air Watch Officers also coordinate with Marine Air Liaison Officers at higher and adjacent headquarters as required.

### **Joint Automated Deep Operations Coordination System (JADOCS) Operator**

The JADOCS Operator maintains and displays information in JADOCS as directed by the Fires Watch Officer (FWO). He ensures the JADOCS system integrates legacy C2 systems the commander uses for decision-making. The SWO relies on JADOCS displays to maintain his situational awareness, especially during Time Sensitive Target (TST) processing.

### **Advanced Field Artillery Tactical Data System (AFATDS) Operator**

The AFATDS Operator maintains and displays information in AFATDS. He normally works directly under the FWO or FWC. The SWO uses AFATDS displays to maintain his "situational awareness" (SA) on battle space geometry and the status of firing units and of fire missions in progress.

### **Theater Battle Management Core System (TBMCS) Operator**

The TBMCS Operator maintains and displays TBMCS information either from the system itself or from a web portal. He normally works under the Air Operations Watch Officer who monitors the Air Tasking Order/Airspace Control Order (ATO/ACO). ATO information may be displayed digitally in the COC for SWO use. ATO/ACO digital displays are often depicted in a program spreadsheet associated with a timeline format such as Execution Status (ESTAT) to enhance visibility throughout the COC.

## **Logistics Watch Officer**

The Logistics Watch Officer (LWO) is the AC/S G-4 representative in the COC. He monitors the MAGTF combat service support situation and reports significant events to the SWO. The LWO may also monitor and coordinate the activities of the MAGTF Deployment and Distribution Operations Center (MDDOC) and the Ground Transportation Order (GTO).

## **Communications Watch Officer**

The Communications Watch Officer monitors and coordinates execution of the MAGTF Communication Plan. He ensures the status of C2 systems is displayed in the COC and reports significant events to the SWO. He represents the AC/S G-6 in the COC.

## **Communications Watch Chief**

The Communications Watch Chief is responsible for the overall performance of all communications personnel in the COC. He supervises the operation of all MAGTF command and control communication links and advises the SWO and the Watch Chief of any disruption in communications. He works under the direct supervision of the Communications Officer.

## **Personnel Watch Officer**

The Personnel Watch Officer monitors the MAGTF personnel situation and the reporting of significant events to the SWO. He is the AC/S G-1 representative in the COC. Additional duties are maintenance of the MAGTF personnel status displays, monitoring of the enemy prisoner of war situation, and working within the chain-of-command to maintain personnel readiness within the commander's guidelines.

## **Chemical, Biological, Nuclear, Radiological Defense (CBRND) Watch Officer**

The CBRND Watch Officer collects, evaluates, and disseminates information concerning CBRN hazards resulting from enemy or friendly use of weapons of mass destruction (Chemical, Biological, and Radiological weapons). He reports significant events directly to the SWO and announces any change in Mission Oriented Protective Posture (MOPP) to the COC.

## **Staff Judge Advocate (SJA) Watch Officer**

The SJA Watch Officer assists the SWO and other COC watch officers with Law of War and Rules of Engagement issues. He represents the SJA. By monitoring serious incidents as they unfold, the SJA WO assists the SWO in assessing situations according to public interest and the rule of law issues.

## **Health Services (HS) Watch Officer**

The HS Watch Officer (WO) monitors the MAGTF health services support operations. He represents the MAGTF surgeon. Ideally, there would be a separate HS WO billet for dedicated medical logistics monitoring and reporting under the LWO. The HS WO reports significant events and any medical information requirements directly to the both the SWO and the LWO. In coordination with the Joint Patient Movement Requirements Center (JPMRC) and the MLG COC's Medical Support Operations Center (MSOC), he maintains medical status displays for common operational picture within the COC and on the MAGTF web site. Additionally, he assists the MAGTF Surgeon in the collection, analysis, and dissemination of medical data and intelligence to/from all HSS units as well as provides input to logistics situation reports to support higher authority, adjacent, and supported units' information requirements. Refer to Chapter 5 of MCRP 4-11.1G for additional and specific details on Marine Corps patient movement operations and watch-standing responsibilities.

## **Civil Affairs (CA) Watch Officer**

The CA Watch Officer advises the SWO on all issues dealing with interaction between military forces, civil authorities, and the people within a host nation in the MAGTF AO. This position may also be titled Civil Military Operations (CMO) Watch Officer, in which case the MAGTF may contain a Civil Military Operations Center (CMOC). The CMO Officer may be the Civil Affairs Group (CAG) commander and/or a member of the commander's special staff. In the latter case, the CAG may designate CA Watch Officers for duty in the COC.

## **Public Affairs (PA) Watch Officer**

The PA Watch Officer provides information to the public, the media, and the internal MAGTF audience. He represents the MAGTF Public Affairs Officer. The PA Watch Officer keeps the SWO informed of significant

incidents and advises him of the media consequences of events as they occur during the watch. The PA Watch Officer also monitors sensitive matters that are of interest to the SWO and the commander.

## Personnel Recovery Officer

The PRO is responsible to the Commander for coordinating and controlling personnel recovery (PR) operations. While the COC and staff members collect PR related information in their specialty areas, a central point for gathering the information from all the staff members is required to establish a usable operational picture. The Personnel Recovery Coordination Cell (PRCC) at the component level, is the fusion point for the staff's collaborative efforts to gather PR related information. The PRO and PRCC coordinate with Joint Personnel Recovery Centers (JPRC) for the command and control of PR missions.

## Information Operations Watch Officer

The Information Operations (IO) Watch Officer monitors and coordinates actions that affect adversary information and information systems while defending the MAGTF's own information and systems. He works under the G-3. He supports the SWO and COC Team either independently, as a subject matter expert, or as part of an IO Cell. The IO Cell may operate independently or as part of Force Fires/Effects in support of the overall targeting effort. The IO Officer plans, monitors, and coordinates several IO functions including operational security, psychological operations, electronic warfare, and deception operations. The IO Watch Officer coordinates civil affairs effects, physical destruction of targets, and

COC Billet	Always Filled	Filled as Needed
COPSO	Yes	
SWO	Yes	
Watch Chief	Yes	
Reports Officer		Yes
Journal Clerk	Yes	
COP Operator	Yes	
FRAGO Officer		Yes
Ground WO	Yes	
Force Protection Officer		Yes
Intelligence WO	Yes	
Intelligence Watch Chief	Yes	
Intelligence Watch Assistant		Yes
Fires Watch Officer/FSC	Yes	
Fires Watch Chief	Yes	
Naval Surface Fires WO		Yes
Air Operations WO	Yes	
JADOCS Operator	Yes	
AFATDS Operator	Yes	
TBMCS Operator	Yes	
Logistics WO	Yes	
Communications Officer	Yes	
Communications Chief	Yes	
Personnel WO	Yes	
CBRND Watch Officer		Yes
SJA Watch Officer	Yes	
Health Services WO	Yes	
Civil Affairs WO		Yes
Public Affairs WO		Yes
Personnel Recovery Officer		Yes
Information Ops. Officer		Yes

*Figure 4. COC Billets*

public affairs issues. He also coordinates IO matters with higher, adjacent, and subordinate units.

### **c. Staff Relationships**

According to MCWP 3-30, the role of the staff is to assist the commander in accomplishing the mission in accordance with his intent. The staff accomplishes this through gathering and presenting information to the commander to make decisions, and providing oversight of their respective functions to ensure execution of those decisions. Collectively, in coordination with the COS, the staff must rapidly and effectively plan and execute the operation.

All staff officers perform the following duties:

- Advise the commander with respect to their functional areas of interest
- Prepare, update, and maintain staff estimates
- Prepare plans and orders and monitor execution of decisions
- Process, analyze and disseminate information
- Identify and analyze problems
- Train and supervise staff sections
- Exercise staff cognizance over assigned areas
- Conduct internal, vertical, and horizontal staff coordination

There are several internal relationships that occur when a COC Team assumes the watch. These are:

- Between the commander and the SWO
- Between the SWO and the COC Team members
- Between the COC Team members, G-sections, and CG's Special Staff
- Between the SWO, G-sections, and the CG's Special Staff

This section focuses on the relationship between the SWO and the battle staff. It is not the intent of this pamphlet to recommend how the SWO should conduct himself during every minute of his watch; therefore, the discussion here orients the SWO to the various relationships at work in the COC and serves to make the SWO aware of the need for a good working relationship with the battle staff from a team-oriented perspective.

Ideally, the SWO and the battle staff will have a mutually supporting relationship focused on the needs of the commander and mission

accomplishment. The ultimate goal in achieving a good working relationship is to reduce friction.

The complexity of the modern battlefield presents an arena rife with uncertainty, fog, misinformation, and a host of other challenges that cause friction and increase stress for the commanders and staff alike. Additional internal friction increases tension, cripples staff actions, and paralyzes the decision making process. The SWO, at the center of an information network, can become overwhelmed with stimuli both from within and outside the COC. Although outside friction cannot always be reduced, internal friction must be reduced to the maximum extent possible.

COC watch standers may or may not have direct contact with their staff principals but, at a minimum, they must interact with their respective staff sections in order to do their job. Usually, staff principals visit the COC only for significant events such as a formal briefing to the commander. Otherwise, they let their watch standers accomplish what is required in Current Operations and intervene only when required. Their presence in the COC is largely dictated by their personal battle rhythm, the commander's policy and the tempo of operations. The SWO is often a staff principal's first point of contact upon entering the COC and so the SWO must be prepared to brief the situation more than once during the watch.

The SWO uses the chain-of-command to interact with staff principals, especially for contentious issues, so that he can keep his attention focused on the current fight. The only exception to this policy is when critical events occur that require the SWO to communicate directly with the commander or a principal staff member. The G-3, COPSO, and the SWO should establish this protocol before the first watch to ensure friction is minimized during duty hours. When contentious issues arise, the SWO should immediately refer to his boss, the COPSO.

## **d. Time Horizons**

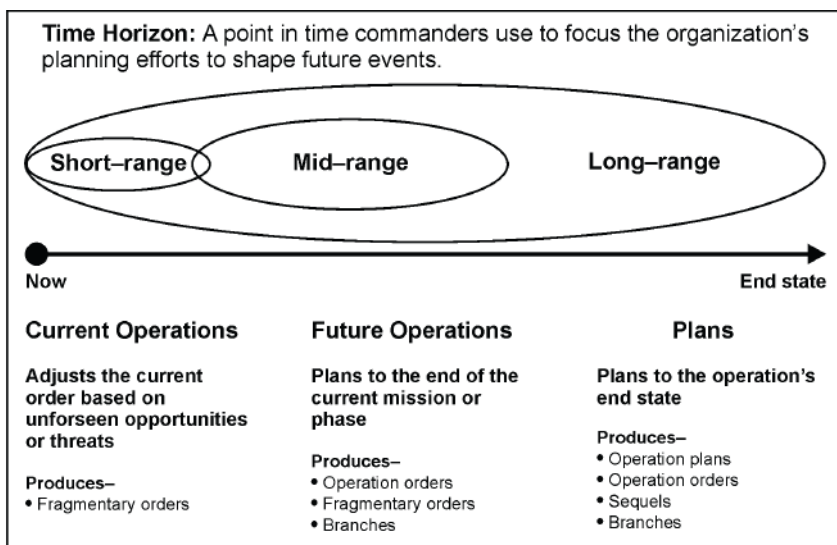
Time horizons, also called "planning horizons," are a major cause of tension for both the operations and plans cells within the COC. Although mainly associated with planning, time horizons agreed to among integrating cells often affect the SWO and the COC Team as the current operation progresses. Time horizons are situation dependent. They may be established based upon operational processes such as the ATO cycle, targeting cycle, B2C2WG meetings, commander's presence, results of assessment, receipt of FRAGOs, unforeseen events, and other factors that

affect the commander's decision making process. A common problem on MAGTF staffs is when to establish the time horizon for FOPS to hand off or transition a plan to COPS.

MCRP 1-10.2 does not specify a time horizon for MAGTF COC COPS and FOPS handoff, but does state that the TACC COPS supervises and directs execution of the current ATO, normally within a specified 24-hour period. Conversely, MCRP 1-10.2 specifies FOPS "forms and leads the integrated planning effort with a planning horizon of 72-120 hours out," and the TACC FOPS plans and publishes the ATO for the next 48-72-hour period.

Given that the COC normally functions within the current operations time horizon of 24 to 48 hours, the following factors should be considered in the establishment of time horizons within the MAGTF:

- Generally, subordinate commands adopt the same planning cycles as the higher headquarters.
- COPS should have the capability to perform short-range planning, normally involving execution of events within the next 24 to 48 hours and the drafting and dissemination of a simple FRAGO. Planning beyond 24 to 48 hours should be the responsibility of FOPS with augmentation from other functional and integrating cells. A COPS representative may be asked to attend, if available.
- FOPS hand off of a plan that requires COPS to draft a FRAGO within a short time frame may not be feasible unless the COC has a dedicated FRAGO officer for that purpose.
- The G-3 should establish time horizons that are flexible and responsive to the needs of the commander, as well as higher, adjacent, and subordinate commands.
- A long-term OPLAN or Campaign Plan, may warrant consolidating the Plans cell with FOPS.
- Different echelons of command and different types of operations may warrant disparate time horizons. For example, a MEB COC FOPS may establish a time horizon of 72 hours, while a MEF COC with a JTF function may require no less than a 96-hour planning cycle. A COIN operation may employ a planning cycle involving months and Lines of Operation (LOO), while a conventional operation usually implements a time horizon based upon the targeting and ATO cycles.



*Figure 5. Time Horizons and Planning Responsibilities*

The U. S. Army publication FM 5-0, *The Operations Process*, addresses time horizons in more detail. **Figure 5** depicts time horizons and planning responsibilities from that publication.

## 2002. The Major Subordinate Command SWO

Major Subordinate Commands (MSC) with SWOs:

- Marine Division - COC
- Marine Aircraft Wing - Tactical Air Command Center (TACC)
- Marine Logistics Group - COC

Each of the above command centers function much like the MEF COC internally. They are mainly organized into cells that perform warfighting and integrating functions. Other organizations found in and outside the MAGTF have watch sections and designate the senior watch stander using a variety of titles. Among these are:

- DASC/TAOC – Senior Watch Officer/Senior Air Director
- Regiment – Watch Officer
- U. S. Army Brigade/Corps – Battle Captain/Battle Major
- Combined Air Operations Center (CAOC) – Senior Operations Duty Officer (SODO)



There are no major differences in the role and responsibilities between the MEF SWO and the senior watch officers in other COCs.

### **2003. The SWO in the Joint Task Force**

The MEF SWO normally has connectivity with all components of a Joint Task Force (JTF), per the JTF IM Plan. There are occasions when the SWO, prompted by the current events occurring on the watch, will communicate directly with other SWOs within the JTF. The SWO may have direct radio connectivity or he may use email, Voice-Over Internet Protocol (VOIP), or chat to communicate with other SWOs. The SWO and COPSO should ensure procedures are in place before the operation starts to test this connectivity.

The SWO and the COC Team must also remain aware of the higher headquarters (HHQ) mission and purpose for the operation (normally two levels up). A frequent review of higher and adjacent command web sites is one way for the SWO to stay abreast of changes from higher commands. Additionally, the SWO and COC Team must be continuously aware of the Rules of Engagement (ROE) for the operation and be prepared to inform the commander and staff if changes occur.

The SWO also needs to consider that Liaison Teams are normally present within most of the command centers found in a Joint Task Force. The SWO may prefer to communicate either directly or through his COC Team with those liaison officers at component commands. The SWO should determine the location and makeup of the Liaison Teams that he or his COC Team will interact with during operations.

Joint/Interagency Liaison Teams may be present in the MAGTF COC, particularly at the MEF level. The SWO and COC Team should plan for integration of these teams into the daily battle rhythm and include them in the information management process. Some examples of liaison teams found in a MAGTF COC are:

- Civil Affairs Liaison Team
- MISO Team Liaison
- Joint Warfare Analysis Team Liaison Officer
- Special Operations Command Liaison Officer
- ANGLICO Liaison Officer
- Higher/adjacent command liaison teams / officer

- Naval Construction Force Liaison Officer
- Central Intelligence Agency Liaison Officer
- Dept. of State Office of Reconstruction Officer
- Dept. of State Liaison Officer

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## Part 3

# Information Management

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### 3001. Introduction

MCWP 3-30B Information Management or, “the function of managing an organization’s information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information,” (JP 3-0) enhances situational awareness and contributes directly to timely and accurate decision making. To this end, command and control centers are established for all MAGTF elements of battalion size or larger. The MAGTF COC, as the key command and control center in the MAGTF, integrates information from all other COC(s) and functional areas. A MAGTF COC is usually co-located with some type of fires or effects control center and an intelligence fusion center. These entities work closely with each other to conduct current operations and respond to the immediate needs of the commander.

### 3002. Information Management Theory

#### a. Information Hierarchy

MCDP 6 describes a four-step cognitive process that transforms raw data within an information hierarchy into knowledge and understanding, which leads to decision-making. The SWO and the COC Team constantly evaluate raw and processed data in order to filter out what is of value to the current situation. This evaluation process works best if the SWO and the COC Team have planned and rehearsed it in advance. Logic suggests the COC should always have an information management plan (IMP) to facilitate information flow.

#### b. Processing Information

The SWO must be familiar with the MCDP 6 discussion of the theory of information management. An understanding of this theory will not only enhance the SWO’s ability to organize the COC Team for efficient

handling of the high volume of information coming in, but also define how critical information will reach the commander. The main points of this theory are:

- Communication can conform to either of two basic principles.
  - Supply-push
  - Demand-pull
- Supply-push involves the flow of information from the source to the user as it becomes available or according to a schedule
  - Advantage: Information does not need to be requested and generally arrives in a timely fashion
  - Disadvantage: Information overload is possible
- Demand-pull disregards anticipation of information needs. The source remains inactive until a demand is made upon it. The user generates information requirements.
  - Advantages: Focuses scarce resources on information critical to the commander and provides only what the commander requests
  - Disadvantages: Omits requirements the commander has not identified and usually takes more time to retrieve for the commander's use

### **c. Information Management Principles**

The following principles are required to efficiently and effectively manage information necessary to support decision-making.

#### **Define the Information Flow with Prioritized Requirements:**

Command relationships, force organization, mission, and information requirements influence the flow of information. The following are crucial to proper information flow:

- Identify and prioritize information requirements.
- Ensure resources are available and tasked to collect and provide the prioritized information to the intended audience.
- Coordinate personnel, equipment, training, procedures, IT and communications to ensure information is available to the decision maker when needed.

**Seek and Deliver Quality Information:** Information must be accurate, complete, and relevant in order to obtain knowledge and understanding.

To accomplish this, information requirements should be determined as early as possible in the process. Sufficient resources should be employed to obtain the data and to process, collate, and synthesize the information. As information becomes knowledge and understanding through processing, it can be framed within context and for the commander's use in decision-making. As situational awareness is gained and maintained, less repetitive information is required in briefings, freeing time for discussion and collaboration. Based on the commander's information requirements, repetitious information should be set aside but not discarded. Further, care should be taken to retain data that may be relevant to future decision-making or analysis.

**Use Multiple Sources of Information:** Using multiple redundant sources to gather and process data helps validate findings on the battlefield by allowing a venue to compare collected information and identify discrepancies. Ideally, three or more sources might highlight a single, inaccurate data source for rapid exclusion. Too few sources can make it difficult to disregard inaccuracy, potentially allowing good data to be questioned. Too few sources can also cripple decision making: because one source may discredit another and, without enough corroborating information, the commander may be forced to make a subjective call or delay decision. If only two sources are available and they conflict, the best choice may be to avoid using the information until its accuracy is further verified. Best practices include establishing metrics for credibility and noting non-credible information sources.

**Deliver Timely and Usable Formats:** Information delivered late is of no value to the decision maker; the time for decision having passed. The goal is to deliver the information that is available when it is needed and in a form that is readily understandable to the commander for decision. Known gaps in the information should be properly characterized and a forecast for when more relevant data will become available should be provided. There is a dilemma in decision making when clarity or availability of information is not adequate and the commander must assume a risk. Making no decision or delaying a decision also increases risk.

**Identify and Trap Errors:** Procedures must be in place to identify sources of errors and to trap those errors through procedures that compare, validate, or verify data accuracy throughout its lifecycle, particularly when used in mission-critical or safety-of-life processes or applications. This is

especially important when unstructured and unsecure information exchange mediums are employed. A common example is sending coordinates using e-mail or text collaboration— for example, characters are easily transposed while entering or recording the information (both of which represent error entry points). In such a case, a process to plot and validate these coordinates before their use is essential.

**Protect Information Throughout its Lifecycle:** Information is at risk from the moment it is collected until it is no longer of any value; moreover, the nature of the threat to that information varies throughout the information lifecycle. Potential threats include not only overt actions on the part of external actors, but also failures on the part of data owners to properly implement and manage the information through its lifecycle.

**Build Understanding from the Bottom Up:** The nature of recent conflicts has forced a refocus and reconsideration about the value of, priority of, and effort invested in information.

Warfighters must now attempt to make sense of the actions of many actors, whether they are the enemy or those operating according to other interests. Their actions and intentions may be those of external elements, political leaders, tribal or local elders, insurgents, and noncombatants.

Often, the best information will come from the many “strategic corporals” who have boots on the ground. Information management processes must support these contributors and capture their situational awareness to provide understanding at the operational and strategic levels.

**Decentralize Information Management Execution:** In order to maximize the ability to reliably and rapidly process and disseminate information to the intended audience, IM activities should be decentralized to the greatest degree possible while maintaining effective control. Though technology by its nature is centralized, centralization of IM activities creates bottlenecks that restrict information flow.

These bottlenecks occur when too much information is delivered solely to a key node (whether people or technology) and result in backlogs for information processing and dissemination.

**Reduce Complexity:** While complexity cannot be avoided completely, it must be minimized so that people can *focus on the information* rather than on the tool or devices being used to *present the information*. Complexity has the following results:

- Higher expenditures for initial and sustainment training.

- Lower proficiency if the training effort is inadequate.
- Higher probability that the data will initially be misinterpreted or unusable by decision makers.

Aligning commander expectations with investment in process development, user training, and system integration will focus technology capabilities for the intended outcome.

**Tailor Information for Intended Audience:** Information increases in value when formatted or tailored for the audience. Tailoring presentations and visualizations accelerates the process of moving from raw data to decision maker understanding. On the other hand, general or unformatted information frustrates and delays decision making, requiring leaders to translate data into a consumable format to achieve understanding before critical decisions can be made.

**Set Conditions for Information Development and Sharing:** The ultimate goal of information management is to provide a process to enable the user to leverage C2 systems that empower personnel with relevant skills to understand and shape battlespace (see the battlespace clearly) and recognize, collect, and share critical information with decision makers in order to defeat opponents. Creating conditions for rapid information sharing and its resulting assimilation of knowledge for decision maker understanding requires more than production, transportation, and presentation of volumes of data. It requires the establishment of a culture within the force to receive and rapidly process relevant data. Such a force must have a keen understanding of the collaborative and C2 systems that model the battlespace; share, store, and visualize information; and provide context for decision-making. Information management must enable users to accomplish the following:

- Be aware of available resources (C2 systems) that find and retrieve relevant information - the higher the quality and timeliness of delivery, the greater the value.
- Institute a culture of information and knowledge sharing with a sense of urgency and a keen sense of understanding.
- Ensure every leader from fire team leader up is assigned commensurate responsibility for preparing, presenting, and ensuring delivery of high-quality training and information sharing to subordinate Marines.

- Ensure personnel are provided C2 system learning opportunities through high-quality training events. Proactively plan appropriate technical and process resources as required for effect.
- Ensure new information relevant to the unit's mission and training objectives is rapidly incorporated into existing training throughout the training cycle. Information sharing is a continuing action.

### 3003. Quality Information

Information that has not been filtered through some type of evaluation process is unlikely to be of use to the commander. Raw data must be scrutinized for quality by applying certain standards to it before it is disseminated for decision-making. Although most information that reaches the COC will already have had some evaluation, the SWO and the COC Team must also evaluate it for quality information characteristics before disseminating it. **Figure 6** shows the quality information characteristics applied in this procedure. A more detailed discussion of each characteristic may be found in MCWP 3-30A.

Characteristic	Explanation
<b>Relevance</b>	Information that applies to the mission, task, or situation at hand
<b>Timeliness</b>	Information that is available in time to make decisions
<b>Accuracy</b>	Information that conveys the true situation
<b>Completeness</b>	Information that contains all the necessary elements for the decision maker
<b>Objectivity</b>	Information that is undistorted, factual, and unbiased. Assumptions or interpretations should be highlighted
<b>Usability</b>	Information that is in common, easily understood formats, and easily displayed

*Figure 6. Characteristics of Quality Information*

Once it reaches the SWO, information may be broadcast to a wide audience or sent to a specific user(s). The former method can produce information overload for recipients while the latter can produce information distortion, as each user filters it for the next. Whatever methods are used, information management must ensure a smooth information flow that constantly maintains and updates the commander's situational awareness and contributes to situational understanding.

### 3004. Focusing Information Management

Not all of the information available to the SWO and the COC Team can be processed rapidly enough to ensure its availability when needed.



Therefore, the SWO and the COC Team must not only use quality filters but also prioritize their efforts to ensure the commander, based on his guidance to the COC Team, receives the information he deems most critical in a timely manner to effect decisions.

Early in planning the commander delivers his commander's orientation and initial guidance. The initial guidance may cover battlespace and operational environment analysis, the commander's understanding of the environment and the problem, a center of gravity analysis, critical information requirements, and other factors or elements. The commander's guidance along with his intent provide a conceptual vision for the operation. Intent and guidance are useful in determining the ways and means the commander will use to achieve a decision and help to focus the overall information management effort.

The SWO and the COC Team must have a comprehensive understanding of these items before assuming their first COC watch.

### **a. Commander's Intent**

MCWP 5-10, *Marine Corps Planning Process*, states, "Commander's Intent" is the commander's personal expression of the purpose of the operation. It must be clear, concise, and easily understood. Commander's intent helps subordinates understand the larger context of their actions and guides them in the absence of orders. MCRP 1-10.2 adds that intent is "...a clear, concise articulation of the purpose(s) behind one or more tasks assigned to a subordinate. It is one of two parts of every mission statement which guides the exercise of initiative in the absence of instructions."

### **b. Commander's Critical Information Requirements**

CCIR(s) focus the collection and analysis process. They provide an important filter for the SWO and the COC Team to use in processing quality information and evaluating it for relevancy and usefulness to the commander. CCIR(s) identify information on friendly activities, enemy activities, and the environment the commander deems important to his decision-making process. The commander specifies his initial CCIR(s) during planning and approves updates as the situation changes during execution. Normally, a CCIR supports a critical decision; otherwise there would be so many CCIR(s) that the collection process would be overloaded. By using CCIR(s) in the information filtering process, the SWO and the COC Team can reduce the volume of information reported to the commander to only that which is relevant and timely.

During planning, CCIR(s) help determine the commander's command and control structure and help the COPSO and SWO determine the requirements for the Information Management Plan.

In execution, the COC is the primary location for tracking, monitoring, and displaying CCIR(s). The commander's staff sections and MSCs must also monitor the status of CCIR(s) in their respective cells and command centers in order to report when they are tripped. The SWO immediately reports tripped CCIR(s) to the commander, affected staff sections, adjacent, and subordinate units. The SWO and the COC Team must understand the difference between a CCIR and a Request For Information (RFI). MCDP 1-0 contains a more detailed discussion of CCIR and MCWP 3-30B describes the RFI management process.

**TTP: CCIR(s) should be continuously updated and displayed by any means that allows the SWO, COC Team, and all MAGTF elements easy access. Tools that could accomplish this include the COC digital display and the MEF SharePoint site.**

### **c. Commander's Guidance**

Commander's guidance issued throughout the planning and execution process gives insight into how the commander envisions conducting the operation, often within the warfighting functions and/or in the sequence of actions required to achieve a decision. Therefore, the SWO and the COC Team should include a review of their commander's guidance as a part of their current operations information management process. See Part 4 of this pamphlet for further discussion.

**TTP: At all times the SWO should maintain in the COC an updated display of the current status of all CCIR(s). He should periodically review other elements of Commander's Design to ensure that the information management process stays oriented on the commander's situational awareness.**

## **3005. Information Management Plan (IMP)**

### **a. Guidance for Developing the IMP**

MCWP 3-30B describes the IMP as a document that "... describes the processes by which information will be created, processed, maintained, displayed, and disseminated within the organization." MCWP 3-30B also

states that “The IMP expresses how the command will manage and control information.” The COPSO and the SWO can shape the IMP to maximize COC effectiveness.

The IMP can be part of the MAGTF tactical SOP (TACSOP) or it can be specifically tailored to each operation as Annex U (Information Management) of the OPORD, or a combination of both. Ideally, the TACSOP and Annex U of an OPORD will be complementary, with the latter amplifying information found in the former. However it is presented, the IMP should describe the information management process in enough detail to provide guidance on how voice, data, graphics, imagery, and video information should flow into, through and out of the COC as well as the display and storage/archiving of the information. See also Appendix C of MCWP 3-30B for a sample Annex U.

## **b. Recommended Content for Annex U**

In addition to documenting IM Guidance and the concept of IM, the Annex U should address the following aspects of the IM Plan:

- Duties and responsibilities of the IMO, Web Master, COP Manager, and RFI Manager in support of the COC
- Reports management
- Battle Rhythm
- Command Journal
- Significant Events Log
- Briefing Requirements and Procedures
- CCIR management
- RFI management
- COP management
- Collaborative tools (computer applications and message links between C2 systems) (e.g. ACP, Chat, Email, CIDNE, CPOF)
- Time management and display (zones, sources, synchronization)
- Coalition information exchange networks and procedures
- C4ISR systems management (operational relationships)
- Website development, deployment, and administration (layout, content and maintainability guidance)
- Information assurance (security of information)

- Rules for tactical chat including permissions, restrictions, chat room membership, etc.
- Procedures for storage and retrieval of classified and unclassified information to include a detailed graphic of the tactical LAN file and folder layout
- Guard chart matrices for each communication mode within the IM process (include chat room guard charts)
- Software standards (configuration/version control)

The Annex U of the OPORD should complement and amplify information found in Annex K (Combat Information Systems). Annex K should have technical information for the MAGTF C2 support structure to include:

- LAN architecture, hardware configuration
- LAN administration and management
- Circuitry diagrams
- Data link plan
- C2 system control hierarchy
- Communication mode guard matrices

## **3006. Information Management Process**

### **a. Information Management in the COC**

The key to processing information is to first determine indicators, then recognize those indicators as they appear.

Indicators are measurable observations the SWO and the COC Team use to recognize the existence or occurrence of certain anticipated conditions or events within the battlespace. The commander will often designate conditions or events which must exist before certain decisions can be made or actions taken. The SWO and the COC Team monitor indicators to alert themselves to new conditions, measures of effectiveness (MOE), or specific components of conditions that must be analyzed to determine a key product of the IM process – pertinent information.

Pertinent information is what can answer one or more of the CCIR(s) the SWO and COC Team constantly monitor. One way the COC monitors CCIR(s) is by tracking information pertaining to Named Areas of Interest (NAI), Targeted Areas of Interest (TAI) and Decision Points (DP). However, not all CCIR(s) will be applicable to NAI/TAI/DP monitoring.

Once alerted to an indicator of pertinent information, the SWO and the COC Team analyze and evaluate the information against quality filters, before alerting the commander and battle staff. The speed with which the SWO and the Team can do this reflects on the quality of the IM process and the proficiency of the COC Team. Once identified, pertinent information can trigger decisions discussed during the planning process.

The SWO uses his own judgment to decide what to do with the information the COC generates. Time is a critical element in the analytic process and the SWO must know if he has enough for further analysis or must pass what he has to the commander immediately. During planning, time-saving tools can speed up decision-making during execution. Two of these tools are the Decision Support Matrix (DSM) and the Decision Support Template (DST).

Not all of the information coming to the SWO's attention concerns planned decisions. Unexpected conditions or enemy actions may require rapid analysis of a new and unplanned set of indicators. This can produce information significant enough to trip a CCIR had the commander foreseen it and designated it as such. This is known as exceptional information.

Exceptional information directly affects mission accomplishment and/or force survival. All of the MAGTF commander's subordinates and staff must be able to recognize exceptional information. This requires shared information awareness and a thorough understanding of the commander's intent. FM 6-0, *Mission Command: Command and Control of Army Forces* identifies and describes exceptional information as:

- Unexpected, unplanned, and situation-dependent.
- An immediate priority the commander and staff (SWO and COC Team) must address before the operation can continue.
- Extremely time-sensitive.
- Sent directly to the commander by the fastest means available.
- Applicable to both the friendly and enemy situations.

Upon receiving exceptional information, the SWO and COC Team must develop the situation by redirecting collection assets to focus on new indicators. These will reveal the timing, location, disposition, and/or status of the event and its probable outcome. The SWO can direct the

COC Team to stand by for a Battle Drill to facilitate a quick response, as the commander makes his decisions in reaction to the unexpected event.

**b. Situational Awareness (SA)**

MCDP 6 states there are two basic uses for information. “The first is to help create situational awareness as the basis for a decision. The second is to direct and coordinate actions in the execution of a decision.” The SWO plays a key role in both of these related activities.

The SWO and COC Team cultivate sources of information and proactively seek updates. They cannot wait for information to reach them; they must seek it out by any and all means possible. Watch standers should constantly cultivate information sources and proactively seek updates using a push-pull process. They pull information from all sources (and filter it) then push it to whoever needs it. This usually causes feedback. The SWO is at the center of this process and filters information as it comes to his attention.

The information filtering process used by the COC Team consists of a series of four questions, which watch standers should constantly ask:

- **What do I know?**
- **So what?**
- **Who needs to know it?**
- **Have I told them? How do I tell them?**

After a watch stander has processed the raw information using the first three questions, he filters it and disseminates it to the SWO and others via the fourth question. The SWO then applies his own filter by answering the following questions and deciding which option to take within his authority:

Questions	Action
1. Is the information needed?	Retain or eliminate
2. Who needs the information?	Display and/or disseminate
3. What must be done with the information?	Process, respond, decision required

The process, which the SWO and the COC Team use to filter information, may also be described as a collaborative information process. The collaborative information process exists within a virtual and a physical

environment, collectively known as the collaborative information environment. The SWO and COC Team use a combination of physical and virtual interaction to process information, resolve issues, make decisions, and direct actions by using the tools at their disposal in the COC.

## **3007. Information Management Tools**

### **a. Tools Available to the SWO.**

There are several tools available to the SWO to assist with the information management process.

**Battle Rhythm:** Battle Rhythm is the process where the commander and his staff synchronize the daily operating tempo within the planning, decision, execution, and assessment (PDE&A) cycle.

The commander uses battle rhythm to enhance decision-making across three event horizons:

- Current operations
- Future operations
- Future plans

The SWO's role in current operations enables him to participate in and monitor certain battle rhythm events as he contributes to the commander's decision cycle.

**TTP: The MAGTF Battle Rhythm should be nested within the HHQ Battle Rhythm and posted to the Web Site as early as possible in an operation/exercise and changes to the daily schedule should be kept to a minimum. 7-Minute Drills describe each Battle Rhythm event in detail. The SWO maintains an awareness of Battle Rhythm events, but unless he is briefing or guiding the COC Team in preparing a brief, he should stay focused on current operations.**

Planning and operating cycles that influence battle rhythm in a MAGTF include intelligence collection, targeting, air tasking orders, reconnaissance tasking, and battle damage assessment collection. The daily Battle Rhythm should be displayed in the COC. It gives the SWO a framework for coordinating COC Team activities during the watch. Information in the Battle Rhythm concerning briefing and reporting requirements helps the SWO to be adequately prepared.

<b>External Factors</b>	<b>SWO Role</b>	<b>Internal Role</b>	<b>SWO Role</b>
HHQ battle rhythm	<ul style="list-style-type: none"> <li>• Be alert for changes that affect the MAGTF.</li> <li>• Maintain contact with LNOs at HHQ for early warning of battle rhythm changes</li> </ul>	Commander's current location and availability	The SWO should be aware of the commander's location and availability at all times
Coalition considerations	Keep the commander informed of coalition awareness and participation in battle rhythm events	Shift change	The SWO needs to lead shift changes and ensure they are on time and thoroughly executed
Time zones	The SWO should reference a multiple time zone display in the COC when making recommendations to change battle rhythm events such as VTC and conference calls	Staff updates and time for preparation	The SWO needs to task functional COC cells to prepare briefing materials for the scheduled battle rhythm events in a timely manner
Complexity, intensity, and duration of operations	The SWO should be alert to recommend battle rhythm changes during periods of high intensity operations	Components or MSC requirements	The SWO needs to remind MSC and component SWOs to ensure their requirements are presented at appropriate battle rhythm events
VIP visits	The SWO should check the battle rhythm to ensure key staff are available during VIP visits to the COC	Three event horizons <ul style="list-style-type: none"> <li>• Current Ops (What is)</li> <li>• Future Ops (What if)</li> <li>• Future Plans (What's next)</li> </ul>	The SWO is responsible to the COPSO for maintaining situational understanding of "what is"
Enemy actions	The SWO should not allow battle rhythm events to detract from the need to monitor enemy action and make timely reports to the commander	Two processes <ul style="list-style-type: none"> <li>• Planning process</li> <li>• Decision cycle</li> </ul>	The SWO supports the planning process and is part of the main effort in the decision cycle
Targeting/air tasking order cycle	The SWO must maintain constant awareness of scheduled events such as targeting/effects boards and other events in order to ensure current information is passed to the COPS reps attending	Targeting/air tasking order cycle	Same as external
Media/news cycle	The SWO must be aware of scheduled press events and media releases in order to look for indicators of the effects generated by these events	Track commander's significant notification events (CSNE)	The SWO identifies SNEs and ensures they are updated and posted and that the commander is informed.
Theater bandwidth (VTCs)	The SWO must be aware that bandwidth will be reduced during high network traffic caused by battle rhythm events	Information Management Plan (IMP)	The SWO ensures that the IMO establishes alternate and/or additional C2 support structures

*Figure 7: Battle Rhythm Considerations*



**Figure 8** shows a sample Battle Rhythm.

<b>0700</b>	<b>Shift change brief</b>
<b>0800</b>	<b>CG's morning update</b>
<b>0900</b>	<b>Battlefield update analysis brief (HHQ)</b>
<b>1030</b>	<b>Resource Allocation Board meeting</b>
<b>1100</b>	<b>Assessment Working Group meeting</b>
<b>1200</b>	<b>Personnel staff report due HHQ</b>
<b>1300</b>	<b>Targeting Board Working Group meeting</b>
<b>1330</b>	<b>Civil Affairs Bureau meeting at CMOC</b>
<b>1430</b>	<b>Movement Control Board meeting</b>
<b>1500</b>	<b>Civil Military Affairs Working Group meeting</b>
<b>1600</b>	<b>Force Effects Working Group meeting</b>
<b>1700</b>	<b>Targeting Board meeting</b>
<b>1900</b>	<b>Shift change brief</b>
<b>2000</b>	<b>Intel Update with HHQ</b>
<b>2100</b>	<b>Force Protection Working Group meeting</b>
<b>2300</b>	<b>Collection Plan Working Group meeting</b>
<b>0100</b>	<b>Reports due HHQ</b>
<b>0200</b>	<b>IO Working Group Meeting</b>
<b>0600</b>	<b>Morning Brief Cell meeting</b>
<b>0700</b>	<b>Shift change brief</b>

*Figure 8 Sample MAGTF Battle Rhythm*

**SharePoint:** SharePoint sites are useful for sharing information and collaborating with a wide audience. The IM Plan must provide guidance to staff sections and subordinate commands on their responsibilities for establishing and maintaining web sites throughout the MAGTF. Usually the SWO will have a Webmaster in direct support of the COC Team. He may work under the supervision of the G-6, IMO, or the SWO. The SWO should review web posting procedures with the COC Team and the Webmaster prior to commencing operations. The SWO should also adhere to the following:

- Personally cite and release changes to the OPORD and FRAGO(s) before they are posted to the web site, then personally notify higher, adjacent, and supporting commands after those products are uploaded. The SWO should avoid the tendency to “post and forget” when adding critical information to the web site.
- Have a backup plan to transmit OPORD changes and FRAGO(s) in case of web site failure.

- Periodically check the MAGTF web site for content and accuracy. This action can be delegated to COC Team members and rotated among watch standers.
- Ensure critical information, e. g. FRAGO(s), warning orders, CCIR, boundary changes, are easily accessed and appropriately flagged for attention on the web site. Critical information should be consistently grouped in one area.
- Have a means of reporting web site errors to the COC so that corrective action may be taken in a timely manner.
- Ensure FRAGO(s) are promptly posted on the web site with a mechanism that allows the MSC/MSE to confirm receipt.

**TTP: The MAGTF SharePoint should be simple in design and allow easy access to critical information. Users should have easy access to key information. Navigation links should be clearly visible and understandable on the main web page. Main web site topics such as Battle Rhythm, FRAGO(s), OPORD, etc. should be prioritized in clearly visible links for rapid access. MSC web pages should emulate the main web page format of the MAGTF command element. This will facilitate web searches throughout the MAGTF.**

**A good practice is to establish the “three-click rule,” that is to design the main web page so that critical information is no more than three mouse clicks from the main page.**

**Command Journal:** The Command Journal is a chronological record of events pertaining to a unit or staff section during a given period. All administrative and operational items that have a bearing on the tactics, techniques, operational capabilities, plans, doctrine, and methodology are entered in the Command Journal. The MAGTF headquarters and each of its MSC headquarters maintains its own command journal.

The SWO must ensure the Command Journal is being maintained throughout the watch. The Journal Clerk carries out this task under the immediate supervision of the COC Operations Chief. The SWO should periodically check the accuracy of the journal. He should also give guidance on the content and timeliness of command journal entries.

The Command Journal records significant events and actions taken by the SWO and the COC Team. This enables the later reconstruction of events

with minimal friction. The journal also serves as a record for training matters, operational reviews, and historical research. A MAGTF Command Journal is normally kept (and frequently backed up) electronically on the TACLAN and must be available on the web site. A backup paper copy should also be kept and updated frequently in case of COC power failure.

**TTP: The COC should maintain a Significant Events Log in close proximity to other key COC electronic displays. A significant event is exactly what the term implies. It may be linked to a CCIR, other information requirement, or a decision point (DP) during current operations. COC visitors can refer to the Significant Events Log rather than pester the SWO for information. The Significant Events Log should be posted on the unit web site for easy reference.**

**SWO Taskers:** These are used to assign tasks to COC Team members in the COC. They are usually related to Command Journal or Significant Events Log entries where action is required or more information is needed. The SWO and the Journal Clerk review SWO Taskers periodically to ensure COC work is being completed.

**Tactical Local Area Network:** The Tactical Local Area Network or TACLAN, is a server-based computer network. The LAN may or may not have a tactical database depending upon the complexity of the operation. The Tactical LAN should be described in detail in an SOP and aid the SWO in implementing the IMP. The COC Team must clearly understand the rules for forwarding, storage, and retrieval of information on the TACLAN.

**COC Information Displays:** COC electronic information displays help COC watch standers to stay oriented to the current tactical situation as they perform their duties. There are many displays to keep track of during an operation. They can be on laptop or desktop computers or prominently arrayed around the COC floor on large projection screens. Digital, large-screen displays are particularly useful when the SWO wants to draw the attention of watch standers to key events as they unfold. Also, displays allow the commander and battle staff to visit the COC and get an overall situation update without forcing the SWO to stop a current task and conduct a formal briefing. Some computer applications can zoom the display from a large scale map of the Area of Operations (AO) down to a detailed photo of an area of interest. Unmanned aerial vehicles, aided by

tactical data link technology, enabled real time video display of battlefield areas in the COC. Typical displays found in a COC are:

- **Common Operational Picture (COP)** – The Common Operational Picture is a dynamic graphical representation of all active elements in the battlespace and all products of those elements within the given Area of Operations (AO). The COP is an excellent situational awareness tool for the force commander and thus can be a key element of his decision making process.
- **Common Tactical Picture (CTP)** – The Common Tactical Picture is essentially the COP but with filters applied such as geographic location (AOR). When discussing the COP, the CTP is the display commonly referenced. There is only one COP but many CTP(s).
- **Mission/Commander's Intent/CCIR(s)** – A prominent display of this information in the COC reminds COC personnel of how to focus their efforts to keep the commander informed.
- **Current Operations Status Boards** – The following items are a sample of topics commonly on display in a MAGTF COC, either electronically or manually.
  - Current day of the operation (e. g. D+11/Saturday, 11 Feb 2012)
  - Phase of the operation (e. g. Phase IIIC, Stage II)
  - MOPP Level (e. g. Level II)
  - Air Defense Warning Condition (e. g. Red)
  - Weapons Control Status (e. g. Tight)
  - THREATCON (e. g. ALPHA, BRAVO, etc.)
  - Ground Watch (Combat Power Assessment)
  - Intel Watch (Enemy Combat Power Assessment)
  - Logistics – (MSR Status)
  - Communications – (System Status)
- **Command Journal** – As already mentioned, the COC Team should post a significant events log (or list) or the actual Command Journal electronically where the commander and battle staff can review them periodically without interrupting watch standers.
- **Control Measures and Targeting Display** – A digital electronic C2PC display of control/ coordination measures serves as a rapid reference in the COC for all watch standers. AFATDS targeting data may also be displayed in order to track significant targets.

- **Unmanned Aircraft System (UAS) Video Feed** – UAS enabled real-time or near real-time displays of the battlefield and are particularly useful during Battle Drills where decision making is expedited by personal observation of the situation.

**Command Chat:** The SWO will monitor many electronic chat rooms during the watch. The best way for the SWO to manage what will likely be a large volume of chat information is to ensure the COC Team and subordinate commands adhere to a Command Chat SOP. This SOP, at a minimum, should offer guidance on the following topics:

- Membership in specific chat rooms (e. g. TAC 1, Fires, Air, Logistics).
- Rules for entering and exiting chat rooms.
- Language protocol (e. g. brevity codes, acknowledging orders, flagging critical information.)
- Information on the number and type of chat rooms authorized in the MAGTF (chat architecture.)
- Rules for the use of “whisper mode” in chat rooms.
- Protocol for “date and time-stamping” entries.
- Rules for setting tools to flag key words such as TIC, mass casualties, WMD, chemical attack, etc. within the chat software application (not all applications have this capability.)
- Rules for “coffee break” events (key terms to indicate the watch officer is away from the computer terminal.)
- Rules for backing up historical chat record.
- Procedures in the event of chat failure – alternate means of communication.
- Chat monitoring requirements for subordinate commands.

**TTP: MSTP’s experience with MEFEX has identified the following tips for preparing briefs:**

- **Use C2PC maps cut and pasted into PowerPoint slides**
- **Hide slides that have no change from previous briefs**
- **Limit slide content to 3 or 4 key points**

- **Briefing Templates:** Preparing for and giving briefings will consume a significant portion of the SWO’s and COC Team’s time. The exact amount of time spent will vary with each commander

and with how much time the COC Team spent preparing briefing templates prior to the operation. Rather than prepare each brief from scratch, a prudent watch officer should prepare “briefing shells” tailored to each type of brief he is likely to give. Some briefings, common to every operation, are listed below:

- COC Shift Change
- Commander’s Update
- Operations/Intel Update
- HHQ Update

**Checklists and Matrices:** The SWO will benefit by using checklists and matrices for repetitive matters. This practice ensures no steps are left out of watch turnover procedures, preparations for key COC activities and responses to critical events. Some examples of checklists and matrices are: (Appendix A contains sample formats and examples.)

- COC Watch Bill – used to muster the watch.
- Accident Checklist – used for all accidents involving MAGTF personnel.
- Significant Event or Incident Checklist – used for any incident not covered in another checklist, e. g. border incidents, terrorist acts, civil disorders, assassinations, etc.
- VIP Checklist – used to prepare the COC for the arrival of distinguished visitors.
- Report of Telephone/Walk-In – used to record significant communications occurring within the COC during the watch.
- Spot Report – a concise narrative report of essential information covering events or conditions that may have an immediate and significant effect on current planning and operations that is afforded the most expeditious means of transmission consistent with requisite security (JP 1-02).

**TTP: The use of frequent battle drills enables an inexperienced COC Team to react properly in a crisis. Practicing at least one battle drill per shift has proven effective in significantly increasing a COC Team’s level of responsiveness. Some MAGTF COCs utilize a “playbook” to execute certain battle drills. See Appendix A for more information on battle drills and playbooks.**

- Delegation of Authority Matrix – useful to depict such critical events as divert/launch of aircraft, deadly force authorization, and authority to change MOPP level, close MSR(s), etc.
- CP/COC Tactical Displacement Checklist – used when the COC displaces or C2 is shifted to the alternate Command Post (CP).
- Execution Checklist – The Execution Checklist (Annex X of the OPORD) provides a convenient and useful listing of mission essential key events. The SWO uses the Execution Checklist to monitor multiple organizations and evaluate the delta between plans and execution.

**Decision Support Matrix/Decision Support Template:** Both of these tools may be displayed individually or together. The DSM identifies key decision points and actions decided upon by the commander during the planning phase. The DST is a graphic depiction of the DSM information in C2PC. The electronic display of both tools in the COC gives each COC Team member a common reference for situational awareness.

**Battle Drills:** Battle drills are rehearsals for real world events that involve timely and accurate decisions in time critical situations. They enable the SWO and the COC Team to practice reaction procedures. Battle drills normally rely on checklists to ensure no essential steps are forgotten as events unfold. They also help the SWO and the COPSO evaluate the COC Team's ability to react during a crisis. More information on Battle Drills can be found in 4003b.

## 3008. C2 Systems

The MAGTF COC is equipped with a number of C2 systems that keep the commander connected to higher, adjacent, subordinate, and supporting commanders. See MSTP Pamphlet 6-0.2 *Guide to MAGTF Information Systems* for a comprehensive listing and description of all applicable C2 Systems.

## 3009. Computer Applications

There are a number of computer applications available as tools for the SWO. Ideally, a MAGTF COC would be equipped with legacy computer systems and applications. In reality, COC configurations contain a combination of legacy and commercial, off-the-shelf, applications

modified for Marine Corps use. Some of the applications currently in use in MAGTF COCs, along with a brief description of their function, are:

**Command and Control PC (C2PC)** – C2PC is a Windows-based software application designed to facilitate command and control functions. Useful in either a stand-alone or network environment, C2PC can depict the current locations of friendly and enemy units that have been entered into a tactical database. C2PC projects easily to COC electronic displays, incorporates transmittable overlays and message traffic, and also enables a “drill down” capability from large-scale to small-scale maps from within the application. **C2PC is a USMC legacy application and is JCS approved.** The SWO can use C2PC to:

- Develop overlays depicting boundary changes to accompany FRAGO(s).
- Concentrate the COC Team on decision points within the AO during critical events requiring multi-unit coordination.
- Viewing terrain from different perspectives to better understand the tactical situation.
- Orient subordinate MAGTF elements to multiple areas of interest on the map
- Display the Common Operational Picture (COP)
- Simultaneously display multiple, independent map windows.
- Display maps from over 200 different data bases.

**FalconView:** FalconView is a Windows-based mapping system that displays various types of maps and geographically referenced overlays. The more important supported map types include aeronautical charts, satellite images and elevation maps. FalconView also supports a large number of overlay types that can be displayed over any map background. FalconView can display .ovl files after they are converted to .shp. To convert files, highlight the overlay on C2PC, click “save as” and select the .shp file type. The user can then import the resulting set of four files into FalconView. FalconView is an integral part of the Portable Flight Planning Software (PFPS) suite. Besides FalconView, PFPS includes Combat Flight Planning Software (CFPS), Combat Weapon Delivery Software (CWDS), Combat Air Drop Planning Software (CAPS) and other applications. FalconView primarily accomplishes the following:

- Display areas of interest using various map types and scales.
- Show satellite images of key terrain features.



- Depict terrain elevation in clear images.
- Depict helicopter LZ(s) and FARP sites using digital photo imagery on CD ROM.
- Conduct tactical air route planning.
- Plan air drop zones.
- Plot airspace control measures using the .aco file format.

**Adobe Connect Professional (ACP)** – A web browser-based collaboration tool; ACP provides users the ability to multi-conference using both audio and video. ACP also offers a text chat, file and desktop sharing, whiteboard, and survey functionality. In addition, ACP maintains conference history and can record meetings. ACP meetings are delivered by Adobe Flash Player, so the audience can access them instantly.

**IRC or XMPP Chat Applications** – An electronic chat application which documents information exchange in real time. Features include room and permissions configuration options and the capability to share files. In addition to the aspects of chat management included in the IM Plan, the archiving of the data in each chat room must be managed carefully and take place periodically to capture historical data.

**Force Battle Command Brigade and Below (FBCB2)/Blue Force Tracker (BFT)** – A BFT capable COC can track all friendly units on the battlefield and provides track plots on digital displays to enhance situational awareness. BFT provides automatic position reporting, maneuver graphics in C2PC, free text and formatted message capability, and over-the-horizon communications.

BFT enables the SWO and the COC Team to identify unit location, particularly when monitoring tactical operations such as linkup, passage of lines, etc.

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## Putting It All Together

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### 4001. Prior Planning – The Role of the SWO

**SWO Designation:** The SWO is designated in writing. This action officially emphasizes the heavy responsibility and authority inherent in a SWO billet. The written designation should contain a description of duties and establish the requirements (knowledge, skills, experience, etc.) each SWO must meet before standing the duty for the first time. The COPSO should recommend each SWO who is designated.

**SWO Training:** This pamphlet outlines the minimum training requirements for SWO duty. A training syllabus should be established to track the progress of officers who are in the (normally informal and purely practical) qualification process for SWO duty. The COPSO and current SWO(s) should direct, supervise and/or conduct SWO training.

### 4002. Designing, Deploying, Standing Up and Testing the COC

**COC Design:** Just as operational design is critical to translating the requirements of superiors into tactical guidance for their subordinates, the physical layout of the COC will significantly influence COC Team effectiveness. Although there is no doctrinal COC configuration, every MEF TACSOP includes at least one COC configuration diagram. A notional COC design is provided in Part 6. The G-3 plans the COC design and layout with input from the other battle staff members. OPORD requirements and METT-T factors and the following basic principles should all be considered when determining a MAGTF COC configuration:

- Designate separate areas for planning and current operations. The two functions should never be combined. The planning area can double as a briefing area if space is at a premium.
- Prepare for different COC configurations for different phases of the operation. For example, a Phase IV stability mission may require a different configuration than a Phase I operation.
- Prepare for 24-hour operations.

- Plan for a briefing area for the CG's Update Brief and other pop up briefing requirements on a moment's notice.
- Plan functional cell placement in the COC with the COPSO and SWO as the nucleus of the configuration.
- Plan the seating arrangement for special staff and liaison officers early in order to avoid last minute scrambling.
- Develop battle drills and playbooks for each position in the COC in order to standardize procedures and minimize training and orientation requirements for the various cells.
- Design the COC to keep foot traffic at a minimum. The area around the COPSO and SWO should remain as open as possible.
- Plan equipment layout in a manner that minimizes background noise in the COC.

**Standing up the MAGTF COC:** Current MAGTF headquarters are not routinely staffed to support a two-shift, 24-hour COC operation. The MAGTF AC/S G-1 or S-1 must identify personnel shortfalls early and request enough manpower to staff the COC for long-term MAGTF operations. The extra personnel can come from lower priority Active Marine Corps billets and from the Marine Corps Reserve. Higher, adjacent and supporting commands can provide joint service augments and liaison personnel. Last minute personnel augmentation usually means the staff gets a lot of inexperienced people and very little time to train them in COC procedures. The SWO should review the G-1's resource list prior to deployment in order to identify shortfalls and plan workaround actions.

**Testing the COC:** The MAGTF Annual Training Plan and Pre-deployment Training Plan should include one full field deployment of the MAGTF COC and require the exercising of each MSC COC. The MAGTF commander should determine how quickly his COC can become fully operational and what its functionality standard should be. These standards should be in the TACSOP and COC personnel should train to them. They should also train periodically to shift C2 between main and alternate CP(s).

### **4003. Conducting Operations**

**Current Operations.** Once the COC is fully manned and ready to conduct operations, the SWO takes control, conducts a shift brief, and then begins continuous monitoring of the situation. The SWO has two tools that will help him maintain control in the COC during intense combat operations. They are the battle drill and the playbook. Both employ similar

techniques and either may be tailored to the needs of the SWO and the COC Team.

**Battle Drill.** Battle drills give the SWO an opportunity to see how his watch team reacts to a crisis. They can also help to improve processes through trial and error. Some of the specific advantages of battle drills are:

- Enhance the COC Team's responsiveness to common battlefield occurrences. Responses are timed and measured against known Measures of Performance (MOP). Examples might include executing a CASEVAC or communicating a new MOPP condition.
- Evaluate the responsiveness of subordinate COCs.
- Review procedures in order to standardize and streamline battle drill checklist actions.
- Identify gaps in cell integration between COC functional cells.
- Identify connectivity and coordination problems with LNO cells in higher and adjacent HQ.
- Evaluate the ability to identify events for handoff to FOPS for longer range planning before execution.
- Train less-experienced watch standers in COC procedures.

**c. Playbook:** The use of playbooks to graphically depict the information distribution process for commonly occurring events has become commonplace. Playbooks depict the flow of information from the input of raw data to the decision on what action to take. Playbooks are also a quick reference for watch standers. The SWO should review existing playbooks with the functional cells to ensure procedures are up to date and understood by the COC Team.

## **4004. Displacing the COC**

Continuity of combat operations is crucial to success on the battlefield. The commander's desire to maintain a high tempo of operations must be coupled with a detailed plan for echeloning the COC so there is no break in command and control of forces. The factors of METT-T and the commander's own desires should influence any plan for COC displacement. Some techniques the SWO should consider when reviewing the COC displacement plan are:

- Review the C2 systems design for the COC FWD echelon in order to verify critical capabilities are not lost.
- Review the personnel manning plan for COC FWD and the COC Main in order to spread the experience levels of watch standers in a manner that maintains maximum operational capability.
- Review procedures for shifting command and control of forces once a COC FWD is established.
- Ensure the COC FWD has the capability to perform the six functions of a COC:
  - Receive information
  - Distribute information
  - Analyze information
  - Submit recommendations to the CG/CO
  - Integrate resources
  - Synchronize resources
- Determine how the COPSO and SWO will divide their duties during displacement.
- Ensure the MEF SharePoint identifies the correct entity, MEF Main COC or MEF FWD, as the command center in charge during the displacement.

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## Appendix A

# Battle Drills and Checklists

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Battle drills are essential to any COC. The practicing of immediate actions through a whole host of scenarios will ensure the COC is prepared to take action to accomplish the mission and preserve lives. The battle drills listed are a collection from recent COC operations and should only serve as a starting point to help refine the battle drills and execution checklists in your COC. The checklists can be easily modified to reflect positions in any of the MAGTF and subsequent MSC COC(s). See also FM 6-99 *US Army Report and Message Formats* for other report format templates.

### A-1. Sample Indirect Fire (IDF) Battle Drill

ACTION	POSITION	COORDINATION	STATUS
1. Determine POI	Close Battle Cell / Base Defense Ops. Cntr (CBC/BDOC)	CBC plot POI on map and COP.	
2. Pt of Origin identified	CBC / BDOC	Plot if observed (visual or electronic detection).	
3. Initiate personnel accountability procedures	G-1	Accountability of all assigned and attached personnel within XX minutes.	
4. SPOTREP to HHQ	Senior Air Coord. (SAC) / SWO	SAC / SWO send to HHQ with initial assessment.	
5. Casualties	Health Services / BDOC	Alert CASEVAC Standby, initiate Mass Casualty Plan if req'd (Medical), get ISOPREP info.	
6. Airborne detection / engagement	CBC / Fragger / SWO	Airborne a/c observe pt of origin or poss fleeing enemy. Determine CDE / Engagement Approval authority.	
7. Crater analysis	BDOC	BDOC assessment team analysis and report of airfield / facilities damage and status to HHQ.	
8. Indications of Chemical / Biological presence	NBC	Coord NBC response as required w/reporting to HHQ	
9. Status of COC ability to provide C2	SWO	If COC C2 capability degraded, direct the alternate COC to perform as required.	
10. Is QRF required?	SWO	Coordinate with adjacent and HHQ if required.	

## A-2. Sample Downed Aircraft (A/C) Battle Drill

ACTION	POSITION	COORDINATION	STATUS
1. Determine Location	Close Battle Cell (CBC)	CBC plot on COP, associate color with threat zone.	
2. Type A/C and Unit	CBC	Fragger (FW/RW) gets MSN # from ATO and data.	
3. Determine cause of downing	CBC	Mechanical or hostile – DASC / G-2. JCAT activation, security requirement. Mechanical – Maint Recovery (ERT).	
4. SPOT report to HHQ	Senior Air Coord. (SAC) / SWO	SAC / SWO send to HHQ. SWO SIPR account.	
5. Casualties/PAX	Fragger (FW/RW)	Alert CASEVAC standby, initiate Mass Casualty Plan if req'd (Medical), get ISOPREP info.	
6. Location of nearest friendly unit	Ground Watch Officer (GWO)	Confirm loc. With DASC and Ground Watch. ETA to crash site.	
7. Enemy Sit IVO site / METOC conditions.	G-2	G-2 Watch provides updated intel report and latest Wx and Illum.	
8. Establish NFA or ROZ	Airspace Control Cell (ACC) / GWO	Coord w/HHQ, have DASC provide instructions to a/c.	
9. Status of TRAP / QRF	Fragger / MAG	Coord w/MAG, possible decrease in alert time. Confirm launch authority.	
10. Additional assets	Fragger	Scrub ATO for more assets, CAS, ISR, etc. (include joint air). Confirm the on-scene commander.	
11. Sensitive equipment	Fragger / G-6	Determine sensitive comm. on board and procedures to secure or destroy per SOP.	
12. Maintenance Recovery	Aviation Logistics Dept. (ALD) / MAG	ALD coord with MAG for ERT, coord security req for maint in field to effect recovery. Safe on deck report.	
13. Aircraft Destruction	Assistant Wing Cdr. (AWC)	If A/C not salvageable, AWC makes decision to destroy in place.	
14. BPT reconstitute enduring missions	Fraggers / MAG	Arrange for reconstitution of TRAP/QRF if used.	



## A-3. Sample COC Watch Bill

CURRENT OPERATIONS OFFICER \_\_\_\_\_

G-3 OPERATIONS CHIEF \_\_\_\_\_

Billet	1200-2400	2400-1200
Senior Watch Officer		
Watch Chief		
Reports Officer		
Journal Clerk		
COP Operator		
FRAGO Officer		
Ground WO		
Force Protection Officer		
Intelligence WO		
Intelligence Watch Chief		
Intelligence Watch Assistant		
Fires Watch Officer/FSC		
Fires Watch Chief		
Naval Surface Fires WO		
Air Operations WO		
JADOCS Operator		
AFATDS Operator		
TBMCS Operator		
Logistics WO		
Communications Officer		
Communications Chief		
Personnel WO		
CBRND Watch Officer		
SJA Watch Officer		
Health Services WO		
Civil Affairs WO		
Public Affairs WO		
Personnel Recovery Officer		
Information Ops. Officer		

## A-4. Sample Significant Event or Incident Checklist

THIS CHECKLIST WILL BE USED FOR ANY EVENT OR INCIDENT NOT COVERED IN ANOTHER CHECKLIST. SOME POSSIBLE USES INCLUDE: BORDER INCIDENTS, TERRORIST INCIDENTS, CIVIL DISORDERS AND ASSASSINATIONS.

1. DATE AND TIME COC WAS NOTIFIED: \_\_\_\_\_
2. SOURCE OF INFORMATION: \_\_\_\_\_
3. DETAILS OF EVENT / INCIDENT: \_\_\_\_\_
  - a. WHO: \_\_\_\_\_
  - b. WHAT: \_\_\_\_\_
  - c. WHEN: \_\_\_\_\_
  - d. WHERE: \_\_\_\_\_
  - e. OTHER: \_\_\_\_\_
4. MAKE THE FOLLOWING NOTIFICATION:  
\_\_\_\_ COC SENIOR WATCH OFFICER  
\_\_\_\_ MAGTF COMMANDER / CHIEF OF STAFF  
\_\_\_\_ OTHER AS DIRECTED
  - a. \_\_\_\_\_ ADVISE EACH INDIVIDUAL ABOVE OF THE SITUATION AND WHOM YOU HAVE NOTIFIED SO FAR.
  - b. \_\_\_\_\_ IN AN ONGOING SITUATION, UPDATES WILL BE PROVIDED FOLLOWING THE CHAIN OF COMMAND.
  - c. \_\_\_\_\_ LOG EACH CALL.
5. SIR / SPOT Rep submitted: \_\_\_\_\_  
(DTG)

## **A-5. Sample Distinguished Visitors (DV) Arrivals / Departures Checklist**

### **1. PLANNED VISITORS:**

- a. EXTRACT PERTINENT DATA FROM ITINERARY, POST IN COC. ARRIVAL DATE / TIME, TYPE TRANSPORTATION, NUMBER IN PARTY, ESCORT NAME AND PHONE NUMBER, DEPARTURE DATE / TIME, AND OVERNIGHT LOCATION.
- b. WHEN 15 MINUTES OUT AND AGAIN UPON LANDING / ARRIVING IN AREA, NOTIFY THE:
  - i. SENIOR WATCH OFFICER
  - ii. MAGTF COMMANDER / CHIEF OF STAFF
  - iii. \_\_\_\_\_
- c. MAKE LOG / JOURNAL ENTRY \_\_\_\_\_

### **2. UNPLANNED VISITOR:**

- a. TIME OF NOTIFICATION: \_\_\_\_\_
- b. SOURCE OF INFORMATION: \_\_\_\_\_
- c. OBTAIN THE FOLLOWING INFORMATION:
  - i. CALL SIGN / TAIL NUMBER: \_\_\_\_\_
  - ii. VISITOR NAME / COUNTRY: \_\_\_\_\_
  - iii. VISITOR TITLE: \_\_\_\_\_
  - iv. LENGTH OF STAY: \_\_\_\_\_
- d. OTHER INFORMATION: \_\_\_\_\_  
\_\_\_\_\_
- e. MAKE LOG / JOURNAL ENTRY \_\_\_\_\_

**A-6. Sample Spot Report (SPOTREP)**

WHO (UNIT SENDING REPORT): \_\_\_\_\_

WHERE: \_\_\_\_\_

WHEN: \_\_\_\_\_

WHAT (DESCRIPTION OF INCIDENT): \_\_\_\_\_

\_\_\_\_\_

IMPACT ON CURRENT OPERATIONS AND NEXT 24 HRS: \_\_\_\_\_

\_\_\_\_\_

ASSISTANCE REQUIRED: \_\_\_\_\_

\_\_\_\_\_

RECEIVED BY: \_\_\_\_\_

WHEN RECEIVED (DTG): \_\_\_\_\_

ROUTED TO: \_\_\_\_\_

\_\_\_\_\_

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## Appendix B

# Briefings

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### B-1. Sample Shift Change Brief Format

The purpose of the Shift Change Brief is for the outgoing COC watch to share all pertinent information with the oncoming COC watch concerning the current situation, activities of the last 12 hours and projected events during the next 12 hours. The briefing will be given by the outgoing Watch Section and chaired by the Current Operations Officer. Current enemy and friendly information will be displayed on tactical maps, and standard briefing charts will be updated and displayed. The goal for the brief is complete situational awareness for all members of the oncoming watch.

Shift Change Brief Format:

- |           |  |
|-----------|--|
| SWO       | <ul style="list-style-type: none"><li>- Opening remarks</li><li>- Frag Order in effect</li><li>- SitRep #</li><li>- THREATCON</li><li>- Mission Change</li><li>- Intent Change</li><li>- CCIR(s) Update</li></ul>  |
| INTEL WO  | <ul style="list-style-type: none"><li>- Significant Events (during watch)</li><li>- Weather / impact on ops next 12 hrs</li><li>- Enemy situation and status</li><li>- Most dangerous enemy COA</li><li>- Most likely enemy COA</li><li>- Priority intel requirements</li><li>- Recon activities</li></ul> |
| GROUND WO | <ul style="list-style-type: none"><li>- Significant events (during watch)</li><li>- Higher-Adjacent-Supporting</li><li>- Current mission and intent</li><li>- Current friendly sit by MSC</li><li>- Anticipated major event(s) next 12 hrs.</li><li>- Combat power</li></ul>                               |

FIRES WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Higher-Adjacent-Supporting</li> <li>- Current and future fire support</li> <li>- FSCM(s) in effect (FSCL,BCL,RFA)</li> <li>- Priority of Fire</li> <li>- Weapons / air status / shortfalls</li> <li>- Air Defense Warning Conditions</li> <li>- Weapons Control Status (Red, Tight, Free)</li> <li>- Anticipated effects during next 12 hrs.</li> </ul>
IO WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Current IO situation and threat level</li> </ul>
FORCE PROTECTION WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Area security status and operations</li> </ul>
CBRND WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- MOPP condition</li> <li>- NBCD issues as necessary</li> </ul>
LOG WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- CSS status (Log / MSR / Medical) impact on ops for next 12 hrs.</li> <li>- Current engineer ops / barrier plan</li> </ul>
CMO WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Current civil-military relations status</li> </ul>
Public Affairs & Media Protocol WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Current PA situation/requirements</li> </ul>
G-1 WO	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Personnel Status, ops impact for next 12 hrs.</li> <li>- EPW status</li> <li>- Safety / Chaplain issues as necessary</li> </ul>
SJA	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- ROE / Legal concerns as necessary</li> </ul>
G-6 REP	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Communication status (Radio / SIPRNET / NIPRNET/ TCO/ Tel)</li> </ul>
LIASON OFFICERS	<ul style="list-style-type: none"> <li>- Significant events (during watch)</li> <li>- Parent command status / issues</li> </ul>
HQ (Camp) COMMANDANT	- CE / Admin / Log issues
CURRENT OPS CHIEF	- COC Admin issues

## **B-2. COC Update Brief Guidance**

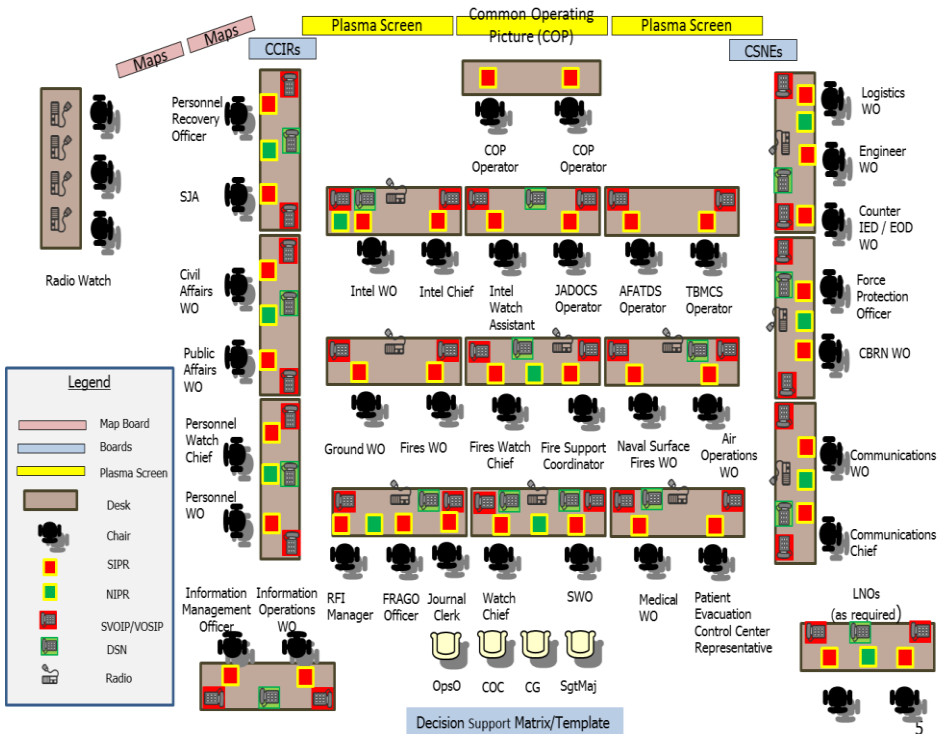
The COC Update Briefs follow the same format as in B-1, but just cover the period since the last COC update. It is normally conducted every 2 to 4 hours into a watch to maintain situational awareness for all watchstanders. After a significant event it will be used to cover that event and ensure watch sections understand what occurred and what actions need to be taken.

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## Appendix C

# Notional MEF COC Floor Layout



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## Appendix D

# SWO Training Opportunities

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**MISTC** - Each major home station has a MAGTF Integrated Systems Training Center (MISTC) that provides battalion/regimental level watch officer training. The MISTC is part of the Training and Education Command C2 Center of Excellence (C2 TECOE).

**MAWTS-1** - Marine Aviation Weapons and Tactics Squadron – 1 (MAWTS-1) offers a “SWO Course,” but its focus is primarily on SWO duties in the Tactical Air Command Center (TACC) during a Weapons and Tactics Instructor (WTI) course.

**MCTOG** - Marine Corps Tactics and Operations Group (MCTOG) at 29 Palms, CA provides additional training for battalion and regimental operations officers and operations chiefs.

**MCLOG** - Marine Corps Logistics Operations Group (MCLOG) at 29 Palms, CA provides additional training for battalion and regimental operations officers and operations chiefs.

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## Appendix E

# Glossary

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**Battle Rhythm:** a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 1-02)

**Commander's Critical Information Requirements (CCIR):** an information requirement identified by the commander as being critical to facilitating timely decision-making. (JP 1-02) Information regarding the enemy and friendly activities and the environment identified by the commander as critical to maintaining situational awareness, planning future activities, and facilitating timely decision-making. The two subcategories are priority intelligence requirements and friendly force information requirements. (MCRP 1-10.2)

**Common Operational Picture (COP):** a single identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness. (*DOD Dictionary of Military and Associated Terms.*)

**Common Tactical Picture (CTP)** — An accurate and complete display of relevant tactical data that integrates tactical information from the multi-tactical data link network, ground network, intelligence network, and sensor networks. (*DOD Dictionary of Military and Associated Terms.*)

**Information:** 1. Facts, data, or instructions in any medium or form; 2. The meaning that a human assigns to data by means of the known conventions used in their representation. (*DOD Dictionary of Military and Associated Terms.*)

**Information Assurance (IA):** Actions that protect and defend information systems by ensuring availability, integrity, authentication, confidentiality, and nonrepudiation. (*DOD Dictionary of Military and Associated Terms.*)

**Information Management (IM):** The function of managing an organization's information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information. (JP 3-0)

**Information Requirements:** In intelligence usage, those items of information regarding the adversary and other relevant aspects of the operational environment that needs to be collected and processed in order to meet the intelligence requirements of a commander. (DOD Dictionary of Military and Associated Terms.)

**Knowledge Management:** The integration of people and processes, enabled by technology, to facilitate the exchange of operationally relevant information and expertise to increase organizational performance. (MCRP 1-10.2)

**Named Area of Interest (NAI):** The geographic area where information that will satisfy a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also may be related to conditions of the battlespace. Also called NAI. (JP 1-02)

**Request For Information (RFI):** **1.** Any specific time sensitive ad hoc requirement for intelligence information or products to support an ongoing crisis or operation not necessarily related to standing requirements or scheduled intelligence production. A request for information can be initiated to respond to operational requirements and will be validated in accordance with the theater command's procedures. **2.** The National Security Agency/Central Security Service uses this term to state ad hoc signals intelligence requirements. (DOD Dictionary of Military and Associated Terms.)

**Situational Awareness (SA):** Knowledge and understanding of the current situation which promotes timely, relevant, and accurate assessment of friendly, enemy, and other operations within the battlespace in order to facilitate decision-making. An informational perspective and skill that foster an ability to determine quickly the context and relevance of events that are unfolding. (MCRP 1-10.2)

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## Appendix F

# Acronyms

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AC/S	Assistant Chief of Staff
ACC	Airspace Control Cell
ACE	Aviation Combat Element
ACO	Airspace Control Order
AFATDS	Advanced Fire Artillery Tactical Data System
ALD	Aviation Logistics Department (or Depot)
AO	Area of Operations
ASR	Assault Support Request
ATO	Air Tasking Order
AWC	Assistant Wing Commander
BCL	Battlefield Coordination Line
BCS3	Battlefield Computer System Three
BCT	Brigade Combat Team
BDA	Battlefield Damage Assessment
BDOC	Base Defense Operations Center
C2	Command and Control
C2 TECOE	Command and Control Training and Education Center of Excellence
C2PC	Command and Control Personal Computer
C4ISR	Command Control Communications Computers Intelligence Surveillance Reconnaissance
CA	Civil Affairs
CAC2S	Common Aviation Command and Control System
CAG	Civil Affairs Group
CAPS	Combat Air Drop Planning Software
CASEVAC	Casualty Evacuation
CCIR	Commander's Critical Information Requirement
CDE	Collateral Damage Estimation
CFACC	Combined Force Air Component Command
CFPA	Combat Flight Planning Software
CIE	Collaborative Information Environment
CIS	Communications and Information Systems
CLC2S	Common Logistics Command and Control System
CMO	Civil Military Operations
CMOC	Civil Military Operations Center

CSNE	Commander Significant Notification Event
COP	Common Operational Picture
COPS	Current Operations
COPSO	Current Operations Officer
COS	Chief of Staff
CP	Command Post
CPOF	Command Post of the Future
CPX	Command Post Exercise
CWDS	Combat Weapon Delivery Software
DASC	Direct Air Support Center
DCAA	Defense Contract Administration Agency
DCC	Digital Command and Control
D-DACT	Digital Data Automated Communications Terminal
DOD	Department of Defense
DP	Decision Point
DS	Direct Support
DSM	Decision Support Matrix
DST	Decision Support Template
ERT	Emergency Response Team
ETA	Estimated Time of Arrival
EWC	Early Warning Control Center
FAC	Forward Air Controller
FARP	Forward Arming and Refueling Point
FEWO	Force Effects Watch Officer
FFCO	Force Fires Coordination Officer
FFIR	Friendly Force Information Requirement
FOPS	Future Operations
FOPSO	Future Operations Officer
FRAGO	Fragmentary Order
FSC	Fire Support Coordinator
FSCL	Fire Support Coordination Line
GCCS	Global Command and Control System
GCE	Ground Combat Element
GTO	Ground Transportation Order
GWO	Ground Watch Officer
HD	Helicopter Director
HUMINT	Human Intelligence
HVT	High Value Target
IM	Information Management
IMB	Information Management Board



IMO	Information Management Officer
IMP	Information Management Plan
INTREP	Intelligence Report
INTSUM	Intelligence Summaries
IO	Information Operations
IOC	Intelligence Operations Center
IOS	Intelligence and Operations Server
IP	Internet Protocol
IRC	Internet Relay Chat
ISOPREP	Isolated Person Report
IWO	Intelligence Watch Officer
IWS	Information Work Space
JADOCS	Joint Automated Deep Operations Coordination System
JCAT	Joint Crisis Action Team
JP	Joint Publication
JPMRC	Joint Patient Movement Requirement Center
JTAC	Joint Terminal Attack Controller
JTCW	Joint Tactical COP (Common Operational Picture) Workstation
JWARN	Joint Warning and Reporting Network
LAAD	Low Altitude Air Defense
LAN	Local Area Network
LNO	Liaison Officer
LOO	Lines of Operations
MAG	Marine Air Group
MAGTF	Marine Air Ground Task Force
MATCD	Marine Air Traffic Control Detachment
MAWTS	Marine Aviation Weapons and Tactics
MCDP	Marine Corps Doctrinal Publication
MCLOG	Marine Corps Logistics Operations Group
MCTOG	Marine Combat Tactics and Operations Group
MCRP	Marine Corps Reference Publication
MCP	Marine Corps Planning Process
MCWP	Marine Corps Warfighting Publication
M-DACT	Mounted Data Automated Communications Terminal
MDDOC	MAGTF Deployment and Distribution Operations Center
MEB	Marine Expeditionary Brigade

MEF	Marine Expeditionary Force
METOC	Meteorological and Oceanographic
METT-T	Mission Enemy Terrain Tactics - Time Available
mIRC	Mardam-Bey's Internet Relay Chat
MISTC	MAGTF Integrated Systems Training Center
MLG	Marine Logistics Group
MOE	Measure of Effectiveness
MOP	Measure of Performance
MOPP	Mission Oriented Protective Posture
MSC	Major Subordinate Command
MSE	Major Subordinate Element
MSR	Main Supply Route
MSTP	MAGTF Staff Training Program
NAI	Named Area of Interest
NBCD	Nuclear Biological Chemical Defense
NIPRNET	Non-classified Internet Protocol Router Network
OODA	Observe, Orient, Decide, Act
OPCON	Operational Control
OPORD	Operations Order
OPSUM	Operations Summary
OPT	Operational Planning Team
PA	Public Affairs
PET	Patient Evacuation Team
PDEA	Planning Decision Execution Assessment
PFPS	Portable Flight Planning Software
PIR	Priority Information Requirement
POI	Point of Impact
POLAD	Political Advisor
PRO	Personnel Recovery Officer
PRCC	Personnel Recovery Coordination Cell
QRF	Quick Reaction Force
RAGM	Reactive Attack Guidance Matrix
RCT	Regimental Combat Team
RFA	Restrictive Fire Area
RFI	Request For Information
ROE	Rules of Engagement
SAC	Senior Air Coordinator
SAD	Senior Air Director
SAAWF	Sector Anti-air Warfare Facility
SARC	Surveillance and Reconnaissance Center

SBCT	Stryker Brigade Combat Team
SIPRNET	Secure Internet Protocol Router Network
SJA	Staff Judge Advocate
SOP	Standing Operating Procedure
SPOTREP	Spot Report
SWO	Senior Watch Officer
TAC	Tactical Communications
TAC(A)	Tactical Air Coordinator (Airborne)
TACC	Tactical Air Command Center
TACLAN	Tactical Local Area Network
TACON	Tactical Control
TACSAT	Tactical Satellite
TACSOP	Tactical Standard Operating Procedure
TAD	Tactical Air Director
TAI	Targeted Area of Interest
TAOC	Tactical Air Operations Center
TBMCS	Theater Battle Management Core System
TDN	Tactical Data Network
TFC	Tactical Fusion Center
THREATCON	Threat Condition
TOC	Tactical Operations Center
TRAP	Tactical Recovery of Aircraft and Personnel
TST	Time Sensitive Targeting
TTP	Tactics, Techniques, and Procedures
UAS	Unmanned Aircraft System
UMCC	Unit Movement Control Center
UNIX	Universal Network Information Exchange
UNK	Unknown
UOC	Unit Operations Center
USAID	United States Agency For International Development
VOIP	Voice Over Internet Protocol
VTC	Video Teleconference
WAN	Wide Area Network
WFF	War Fighting Function
WG	Working Group
WMD	Weapons of Mass Destruction
WO	Watch Officer
WTI	Weapons and Tactics Instructor

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## Appendix G

# References

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### Joint Publications (JP)

Department of Defense Dictionary of Military Associated Terms

3-0 Joint Operations

3-50 Personnel Recovery

CJCSI 3151.01 Global Command and Control System Common Operational Picture Reporting Requirements

### Marine Corps Doctrinal Publications (MCDP)

1-0 Marine Corps Operations

5 Planning

6 Command and Control

### Marine Corps Warfighting Publications (MCWP)

3-20F.2 Marine Tactical Air Command Center Handbook

3-20F.5 Direct Air Support Center Handbook

3-20F.6 Tactical Air Operations Center Handbook

3-30 Marine Air Ground Task Force Command and Control

3-30A Command and Staff Action

3-30B Information Management

3-30B.2 MAGTF Communications Systems

7-10 Componency

5-10 Marine Corps Planning Process

### Marine Corps Reference Publications (MCRP)

3-40A.7 Patient Movement

1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms

## **US Army Doctrinal Publications**

ADP 5-0 The Operations Process

FM 6-0 Commander and Staff Organization and Operations

FM 6-99 US Army Report and Message Formats

## **MSTP Pamphlets**

5-0.2 Operational Planning Team Leader's Guide

5-0.3 MAGTF Planner's Reference Manual

5-0.4 The MAGTF Officer's Guide

6-0.2 Guide to MAGTF Information Systems