MAGTF Senior Watch Officer Guide

MAGTF Staff Training Program (MSTP)

U.S. Marine Corps
30 March 2024

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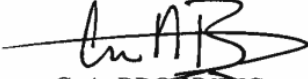Quantico, Virginia 22134-5001

30 March 2024

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 March 2017.

4. CHANGES. Recommendations for improvements to this pamphlet are encouraged from commands as well as from individuals. The attached User Suggestion Form can be reproduced and forwarded to:

> Director, MAGTF Staff Training Program
> 2301 Little Road
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Recommendations may also be submitted electronically to:
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5. CERTIFICATION. Reviewed and approved this date.

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Colonel, U.S. Marine Corps
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To: Director, MSTPD (C467), 2301 Little Road, Quantico, Virginia 22134-5001

1. In accordance with the foreword, individuals are encouraged to submit suggestions pertaining to this pamphlet directly to the above addressee.

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2. Proposed Text: (Verbatim, double-spaced; continue on additional pages as necessary.)

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Part I
Orientation

1001. The MAGTF Senior Watch Officer

a. The Senior Watch Officer (SWO) Billet

This pamphlet provides a guideline of expectations and the resources needed to execute duties as a MAGTF SWO. Although not all inclusive, this pamphlet should be used as both a training resource and a guide for executing the duties of a MAGTF SWO during operations within a Combat Operations Center (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. Few officers arrive prepared to be a SWO; unfortunately, the Marine Corps does not provide formal training for the SWO position itself. However, it does provide training for a Ground Watch Officer (GWO), and it is highly recommended that SWOs

> **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.

attended a GWO course prior to assignment to the SWO billet, despite it not being a prerequisite. Although the role is typically an additional duty, the performance and experience of this single officer can have outsized impacts on unit effectiveness. A unit that invests even a little time in the selection and preparation of their SWOs will experience immeasurable returns for that investment. A well-trained and well-informed SWO provides organizational flexibility, enables greater coordination among subordinate units, and empowers leaders to make better decisions; they will gain benefits in the immediate and upcoming operations as well as in the development of a future organizational leader. The SWO does not necessarily need to be the most senior officer on the COC team, however, they do 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.

- **SWO Designation:** The SWO is designated in writing. This action officially emphasizes the substantial 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 attain before standing the duty for the first time. The Current Operations Officer (COPSO) should recommend each SWO who is designated.

- **SWO Training:** This pamphlet outlines some of the minimum training requirements that can be imposed on the SWO to perform duties as such. A training syllabus should be established by the unit to track the progress of officers who are in the qualification process for SWO duty; the COPSO and currently qualified SWO(s) should direct, supervise and/or conduct SWO training. Appendix E identifies possible locations that provide Watch Officer/Watch Chief type training.

b. The Role of the SWO in the COC

MCDP 6, *Command and Control,* functionally describes what a COC is and the social interaction occurring therein during operations.

The primary role of the SWO is to assist the COPSO for the orderly and effective operation of the COC; in contrast, the secondary role the SWO is management of the COC during their watch. The SWO is ruthlessly focused on managing information to provide situational awareness, and shared understanding, enabling the commander to make the best decision possible with the current knowledge on-hand, and within a fast-paced, kinetic environment. For example, a SWO who is more concerned about the state of the COC floor as opposed to finding out the ground truth of a delayed resupply

operation is not serving the commander's needs; the SWO must be focused on the overall conduct of the COC staff. Additionally, the SWO can be called upon to discharge the duties of the COPSO in their absence.

TTP:

The following items will assist the SWO in maintaining awareness of events:

(1) Know where and what key units are doing in the AO.
(2) Understand the current Operations Order.
(2) Keep higher, adjacent, subordinate and support (HASS) units informed.
(3) Conduct any coordination for support that may be required.
(4) Inform the Commanding Officer of any CCIRs that may occur.
(5) Keep an accurate log of all events in the COC Watch Journal
(6) Participate in Shift Change Briefs as required.

Gaining and maintaining situational awareness involves coordinating the efforts of people manning positions in the COC. As they process information the SWO must be able to evaluate the importance of the information. SWOs must maintain full awareness of the general situation within the MAGTF by staying above the fray, while monitoring the activities of HAAS commands. Additionally, they must avoid getting distracted by non-critical information that can be handled by others. Knowing when and where to focus attention and when to make or seek a decision is a critical part of duty as SWO.

As stated in MCDP 6, 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

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directions. Each member of the team may perform a different task, but always within the context of the team mission."

c. SWO Duties

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

- Act as immediate supervisor for the principal COC watch standers and coordinator with the liaison personnel.

- Provide focus to the overall command and control efforts by assisting the commander in maximizing the effectiveness of their decision-making process. The SWO performs 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 their own OODA loop with the COC Team before providing the commander with information critical to decision-making. (See paragraph 1003 of this section, MCDP-6 for a discussion of OODA loop model and how it supports decision-making, and MCDP-8 on gaining and information advantage.)

- Receive, analyze, and direct the flow of information to ensure key personnel (within and outside the MAGTF COC) receive pertinent information in enough time to accomplish assigned tasks or make timely decisions. Additionally, the SWO will record and disseminate operational reports from HASS commands.

- Monitor, coordinate, and supervise the execution of the current MAGTF operation order, including operational updates and Fragmentary Order (FRAGOs). This understanding is especially important because the SWO acts

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as the sole releasing officer for messages originating from the COC.

- Track and manage the Commander's Critical Information Requirements (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 assigned duties.

- Inform HASS commands of significant events occurring or that have occurred within the MAGTF area of operation (AO) including transmitting the commander's orders and tactical decisions. Notify SWOs at subordinate commands when new orders are issued and uploaded to the command's website.

- Monitor the status of communications with HASS commands.

- Brief the Commanding General, Deputy Commander, Chief of Staff (COS), Assistant Chiefs of Staff, or any official visitor, that has a need to know, 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 expeditiously report tripped CCIR(s), significant events or incidents to the AC/S, G-3 and the command group as dictated in governing documentation.

- Maintain the required graphical map displays and / or informational display boards.

- 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 Communications Strategy / 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.

- 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 the watch.
- Monitor/manage the request for information (RFI) process to its successful conclusion.
- Monitor the command journal for currency and accuracy.
- Maintain close contact/rapport with the COPSO and be prepared to assume their position, if 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(s) 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 six questions will aid in assessments:

  (1) How has the operational environment (OE) changed?
  (2) How much discernable progress exists in accomplishing objectives?
  (3) What caused progress and/or lack of progress in achieving an objective(s)?
  (4) Do changes in the operating environment cause a change to operations and/or operation plans?
  (5) What resource gaps are impacting the accomplishment of objectives and what are the risks associated with the current resourcing gaps?
  (6) How does current assessment nest with higher headquarters (HHQ) assessments and incorporate lower-level assessments?

- 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. Gain access to and view higher and adjacent commands Collaborative Workspace (CWS) portals in order to share and update relevant information; through monitoring and being kept informed by COC Team members, the SWO's situational awareness is enhanced and when necessary, may communicate directly with LNOs or higher headquarters SWOs to discuss critical information as needed. (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 and advise the G-3 to request personnel augmentation for the COC to overcome deficiencies and/or personal shortfalls before operations commence.

- Conduct battle drills within the COC to enhance response time and test the overall efficiency of the staff.

d. Staff Functioning

The SWO's relationship with the commander and the staff is a key element of their effectiveness in operations. There are two main groups within the command element of the MAGTF with whom the SWO must interact with, they are:

- **The Command Group**

    At the MEF level, the Command Group consists of the MEF Commander, Deputy Commander, the COS, and the Senior Enlisted Advisor(s) (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 their prerogative and which may be delegated. The COC Team and 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 CCIR(s), 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).

NOTE:

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

- **The Battle Staff**

  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 (CA) Officer, Chaplain, Medical Officer, Public Affairs Officer, etc.); the battle staff is the commander's primary advisory group that closely monitors the areas under their 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.

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Occasionally, the SWO will interact directly with members of the battle staff, but this is the exception rather than the rule.

1002. Knowledge and Skills Required of the SWO

As mentioned at the start of this section there are no formal schools or programs of instruction designated to provide instruction for the MAGTF SWO at the MEF/MEB and senior MSC level; Watch Officer training is conducted as part of the Watch Officer/Watch Chief course offered at the MAGTF Integration Systems Training Centers (MISTCs) collocated at MEF home station locations. Most training at the MEF/MEB and senior MSC level will more than likely be conducted as "on the job" training. Appendix E titled "SWO Training Opportunities" lists various training locations that offer training at various echelon levels.

The following are considered knowledge, skills, and abilities that are minimum requirements to successfully conduct the role of a SWO:

- **Knowledge**:
  - Understand staff warfighting functions within the COC and the duties and responsibilities inherent in each function**.**
  - Understand which C2 systems allow the COC to communicate with higher, adjacent, supporting, and subordinate headquarters.
    - The SWO should have a basic understanding, knowledge, and function of each C2 system used in the COC, who will be utilizing the C2 system in support of the functional area, the benefit of employing the system, interoperability capabilities and limitations, and the deficit of not utilizing that particular C2 system in support of information flow and the commander's decision-making process.

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- o Understand Collaborative Workspace capabilities that enhance situational awareness and manage information flow in the COC.
  - Additionally, they must be able to articulate how information will be shared and employed within the COC. The SWO must have the knowledge to utilize computer applications and tools to enhance situational awareness and be responsible for training the staff to perform information movement/processing withing the COC. The SWO must have the knowledge to utilize computer applications as tools to enhance situational awareness.
- o Understand MAGTF operations to include command relationships with HAAS commands.
- o Understand Joint Task Force (JTF) command and control to include issues involving the role of service components within the JTF.
- o Understand the roles and responsibilities of LNO at other COCs within the JTF and how to interact with them to leverage situational awareness.
- o Understand the Marine Corps Planning Process (MCPP), especially regarding the commander's role establishing the OPORD.

- **Skills:**

  - o Be able to utilize the capabilities of command and control systems in the COC. These may include Command and Control Personal Computer/Joint Tactical COP (Common Operational Picture) Workstation (C2PC/JTCW), Tactical COP Servers, Fires systems such as Joint Automated Deep Operations Coordination System (JADOCS) and Advanced Field Artillery Tactical Data System (AFATDS) and other various C2 systems as dictated by the commander.

o Be able utilize information sharing systems and applications to process data through the COC.
  - 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.

o Be able to orientate military maps of various scales and types. The SWO must be able to rapidly transition from tactical map displayed on a computer to physical map boards and acetate overlays in the event of power failure or some other casualty that would impede computerized signal flow.

o Be able to direct the management of the Common Operational/Tactical Picture (COP/CTP) display. Quickly identify positions of friendly MAGTF elements and enemy units and understand graphical representation of battlefield conditions in the assigned AO.

o 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.

o Be able to publish a FRAGO in accordance with the commander's decision.

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

o Be able to rapidly analyze information received and flowing through the COC in order to make accurate decisions on what is of importance to the commander.

- Be able to identify decisions that should go to the commander or battle staff and those that should be directed to the COPSO for final decision.

1003. The SWO's Function in Current Operations

Many dynamic elements contribute to the SWO's ability to facilitate current operations in the COC such as integrating Naval gunfire, Amphibious Readiness Group (ARG) and MEF operations, the need to operate in a C2 denied and degraded environment (C2D2E), competing for battlespace resources, and other warfare concepts/practices that would affect daily operations; as the unit's SWO understanding these concepts will not only be beneficial but vital in the success of accomplishing the commander's intent. The SWO is the team leader who takes charge of the COC as soon as their shift commences; in order to maintain a successful watch section, a SWO must keep certain basic principles in mind:

- The SWO (and functional area managers of the COC) filter the flow of information through the COC in order to remove clutter and glean information that is required to paint a multidimensional "picture" of the battlefield; this improves the situational awareness picture for the commander (and of the MAGTF at large).

- The SWO must understand the importance in the commander's decision cycle; the roles and responsibilities will be impacted by the commander's personality, experience, and the complexity of the operation. Every commander's decision cycle is different; therefore, the SWO must identify and understand what is important to the commander and to provide enough vital information so the commander can make an informed decision.

The following is an example of one technique used to accomplish this goal:

- Clarify = Clearly identify the decision to be made or the problem to be solved.

- Consider = Think about the possible COAs and what would happen for each choice. Think about the positive and negative consequences for each choice.
- Choose = Choose the best COA
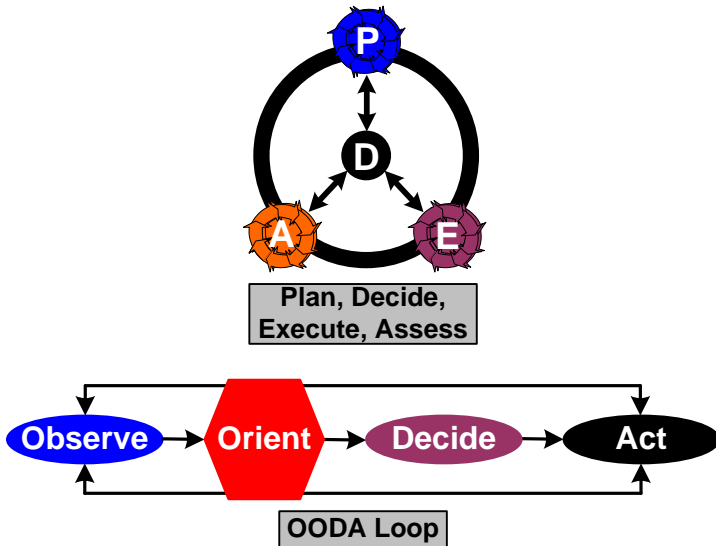
Figure 1-1: Decision Cycles

Figure 1-1 depicts two decision cycle models (the PDEA and the OODA Loop) 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 the use different models to assist in making decisions. Whichever decision process is used it is imperative that decisions are made and disseminated faster than the enemy's decision cycles. (See MCDP 6 for more discussion of decision cycles and MCDP-8 for more on information advantage).

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

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Figure 1-2: External Agencies, Inter-Agencies and Centers

Figure 1- 2 identifies some examples of centers and agencies the COC Team could collaborate with outside of the COC. The SWO must maintain contact with LNOs at higher and adjacent headquarters. This can be accomplished by:

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

Note: 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.

Part II
Combat Operations Center

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 at the center of this discussion, the roles, functions, and operational context are common to COCs at all MAGTF elements.

The *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 logistics combat elements or portions thereof. The combat operations center continually monitors, records, and supervises operations in the name of the commander and includes the necessary personnel and communications to do the same."

At the MEF level the SWO is responsible for the orderly and effective operation of the COC. That goal exemplifies 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 MEF SWO and the close relationship the SWO must have with the unit commander. According to MCDP 6, the basic elements of the command and control system are 'people,' 'information,' and the 'command and control support structure.'

The following extracts from MCDP 6 helps explain the command and control system: "People drive the command and control system – they make things happen – and the rest of the system exists only to serve them. Human beings—from the senior commander framing a strategic concept to a lance corporal calling in a situation report—are integral components of the command and control system and not merely users of it. ……The second element of command and control

is *information*, which refers to representations of reality which we use to "inform"—to give form and character to—our decisions and actions……The final element of command and control is the *command and control support structure* which aids the people who create, disseminate, and use information. It includes the organizations, procedures, equipment, facilities, training, education, and doctrine which support command and control. It is important to note that although we often refer to families of hardware as "systems" themselves, the command and control system is much more than simply equipment."

MCDP 6 further states "effective command and control must be sensitive to changes in the situation".   Essentially command and control is about information – receiving it, judging its value, processing it into useful form, acting upon it, and sharing it with others. 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 integral to the unit establishing a COC. The MAGTF commander has wide latitude to organize the COC to meet the needs of the operation. 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 identified to meet varying requirements and ensure maximum flexibility where needed.

MAGTF COCs are usually organized into **functional** and **integrating** cells to promote rapid distribution of relevant information, see Figure 2-1. 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.
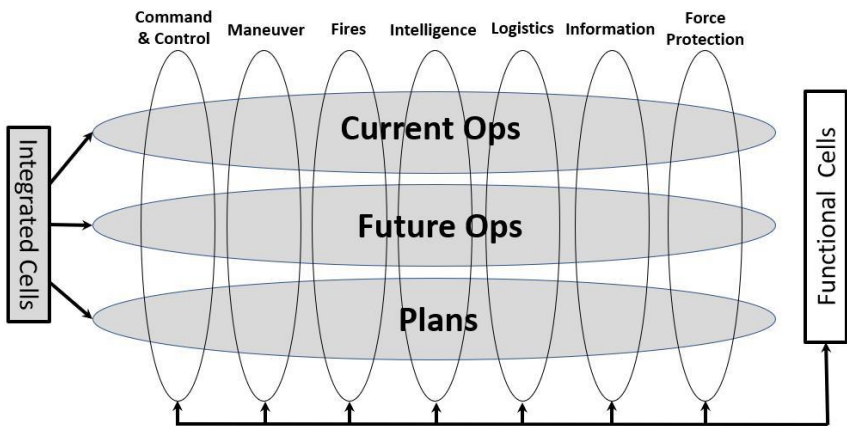
Figure 2-1: Integrated and Functional Cells

- Functional cells support each of the seven 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 timeline, 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.

Cells interact and communicate with one another by using an IMP (see Section 3002) and through meetings of the various Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WG).

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 titled *The Operations Process*, appear below. These definitions can help determine which of these at the MAGTF CE level may be required:

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

- **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), 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 (IO) 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, or a 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 their span of control in the MAGTF COC through their span of contact. The main point of contact is their boss, the COPSO. In consultation with the G-3, COS and commander, the COPSO determines the layout and manning of the COC. They also give the SWO specific guidance on how they should execute their watch and what level of staff manning they 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 which 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 thus requiring more training and qualified staff members. 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):

- **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." *(MCRP 1-20.2)*

The commander's presence in the COC is determined by their 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 maintaining the commander's situational awareness. The SWO should develop a personal relationship with the commander in order to know their 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**

The COPSO is responsible to the G-3 for efficient and effective operation of the COC. They coordinate 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, they ensure 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 they may not always be present. The SWO performs the COPSO's duties in their absence.

  - **Senior Watch Officer** The SWO is responsible to the COPSO for the orderly and effective operation of the COC. The SWO performs the duties of the COPSO when they are absent. They supervise the gathering, processing, and use of information and evaluates its importance. The SWO 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. Appendix C depicts a standard MAGTF COC Watch Floor manning table; this table is provided as a guide actual manning will be dictated by the unit.

- **Watch Chief**

The COC Watch Chief assists the SWO, and other watch officers as required; supervises all enlisted personnel in the COC watch and designates someone to assume the watch in their absence. The

Watch Chief is the linchpin for efficient operation of the COC and should develop their skills to a point where they can fill in for watch standers during brief absences. The Ground Combat Element (GCE) C2 OPS NCO Course and the Watch Officer/Watch Chief courses offered by the MISTCs exposes NCOs to COC operations, basic duties, and the C2 systems typically utilized within the COC.

- **Reports Officer**

The Reports Officer prepares Situation Reports, Operational Summaries, Operation Reports, and other reports as required. They maintain the COC Report Submission Matrix on the MAGTF's web site. They coordinate and verify information contained in reports with other watch standers and higher, adjacent, and subordinate commands. They must have SWO approval in order to submit reports to the commander or disseminate in any form.

- **Journal Clerk**

The Journal Clerk maintains the COC Journal. The Journal is usually maintained electronically via an authorized collaboration tool; 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 is accurate and reflects events as they occurred.

- **COP/CTP Operator**

The Common Operational Picture/Common Tactical Picture (COP/CTP) Operator works under the SWO/Ground Watch Officer supervision maintaining the MAGTF COP/CTP display (C2PC is the Program of Record for the Marine Corps to accomplish this action). They also develop overlays, prepare graphics for the Operations Summary (OPSUM), and verify unit locations and the electronic unit symbols on the COP display. The SWO and the COP/CTP Operator should develop a procedure for macro and micro views of the COP/CTP in order to rapidly develop situational

awareness during significant events or battle drills. Additionally, the COP/CTP Operator should maintain a physical map display of the electronic COP/CTP in the event of a disruption of data flow or an electrical outage.

- **FRAGO Officer**

The FRAGO Officer writes and disseminates the current operations fragmentary orders. They coordinate 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 Collaborative Workspace and/or other means of dissemination. Additionally, they should verify subordinate units have actually received their orders after the FRAGO is issued.

- **Ground Watch Officer**

The Ground Watch Officer is responsible for monitoring execution of the current GCE scheme of maneuver. They assume 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. They are 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. They ensure a continuous exchange of information and intelligence between the COC and the IOC. They ensure that the SWO is aware of what collections assets are supporting current operations and keeps the SWO informed of the status of the MAGTF Collection Plan and any CCIR(s) dealing with the current enemy situation. Additionally, they verify the accuracy of threat force data portrayed in the COP/CTP.

- **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). They also monitor the status of the Collection Plan and ensures the enemy position plots are 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/CTP 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 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 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. They coordinate 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, Air Tasking Order (ATO) execution, reactive

targeting, battlefield shaping, and other time-critical events. The Air Watch Officers maintain contact with the TACC and the DASC and keeps 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 Operator**

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

- **Advanced Field Artillery Tactical Data System Operator**

The AFATDS Operator maintains and displays information using the AFATDS C2 Fires system. They normally work directly under the FWO or FWC. The SWO uses AFATDS displays to maintain their "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 C2 Fires system operator maintains and displays TBMCS information either from the system itself or from a web portal pertaining to air support and availability. Normally they work under the Air Operations Watch Officer who monitors the Air Tasking Order/Airspace Control Order (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 to enhance visibility throughout the COC.

- **Logistics Watch Officer**

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

- **Communications Watch Officer**

The Communications Watch Officer monitors and coordinates execution of the MAGTF Communication Plan ensuring operational communication assets are available and used as identified in the OPORDER. They ensure status of Communication Networks are displayed in the COC and reports significant events to the SWO. They represent 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. They supervise the operation of all MAGTF command and control communication links and advise the SWO and the Watch Chief of any disruption in communications. They work 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; they are the AC/S G-1 representative in the COC. Some additional duties include 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). They report significant events directly to the SWO and announces any change in Mission Oriented Protective Posture (MOPP) to the COC.

- **Staff Judge Advocate Watch Officer**

The SJA Watch Officer assists the SWO and other COC watch officers with Law of War and Rules of Engagement issues; and represents the SJA on the watch floor. 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 and represents the MAGTF surgeon. The HS WO reports significant events and any medical information requirements directly to the both the SWO and the LWO. Ideally, there would be a separate HS WO billet for dedicated medical logistics monitoring and reporting under the LWO. In coordination with the Joint Patient Movement Requirements Center (JPMRC) and the MLG COC's Medical Support Operations Center (MSOC), they maintain medical status displays for common situational awareness within the COC and on the MAGTF web site. Additionally, they assist the MAGTF Surgeon in the collection, analysis, and dissemination of medical data and intelligence to/from all HAAS 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 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 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.

- **Communications Strategy and Operations (COMMSTRAT)/Public Affairs (PA) Watch Officer**

The COMMSTRAT/PA Watch Officer provides information to the public, the media, and the internal MAGTF audience. They represent the MAGTF COMMSTRAT/Public Affairs Officer. The COMMSTRAT/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 COMMSTRAT/PA Watch Officer also monitors sensitive matters that are of interest to the SWO and the commander.

- **Personnel Recovery Officer**

The Personnel Recovery Officer (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 IO Watch Officer monitors and coordinates actions that affect adversary information and information systems while defending the MAGTF's own information and systems; they work under the direction of the G-3 supporting 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 CA effects, physical destruction of targets, and public affairs issues as well as coordinates IO matters with higher, adjacent, and subordinate units.

c. Staff Relationships

According to MCTP 3-30A, the role of the staff is to assist the commander in accomplishing the mission in accordance with their intent. The staff accomplishes this through gathering and presenting information to the commander to make decisions.

- Each staff element has specific duties and responsibilities by area of expertise. However, all staff sections share a set of common duties and responsibilities:
  - Advising and informing the commander
  - Building and maintaining running estimates
  - Providing recommendations
  - Preparing plans, orders, and other staff writing
  - Assessing operations
  - Managing information within area of expertise
  - Identifying and analyzing problems
  - Conducting staff assistance visits
  - Accomplishing risk management
  - Performing intelligence preparation of the battlespace
  - Leading staff inspections
  - Conducting staff research
  - Performing staff administrative procedures
  - Exercising staff supervision over their area of expertise

- 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 themselves during every minute of their 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 they can keep their 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 the COPSO.

d. Planning Horizons

Planning Horizons are a major cause of tension for both the operations and plans cells within the COC. Planning horizons are situation dependent and 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 planning horizon for FOPS to hand off or transition a plan to COPS. MCRP 1-10.2 does not specify a planning 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 planning 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.
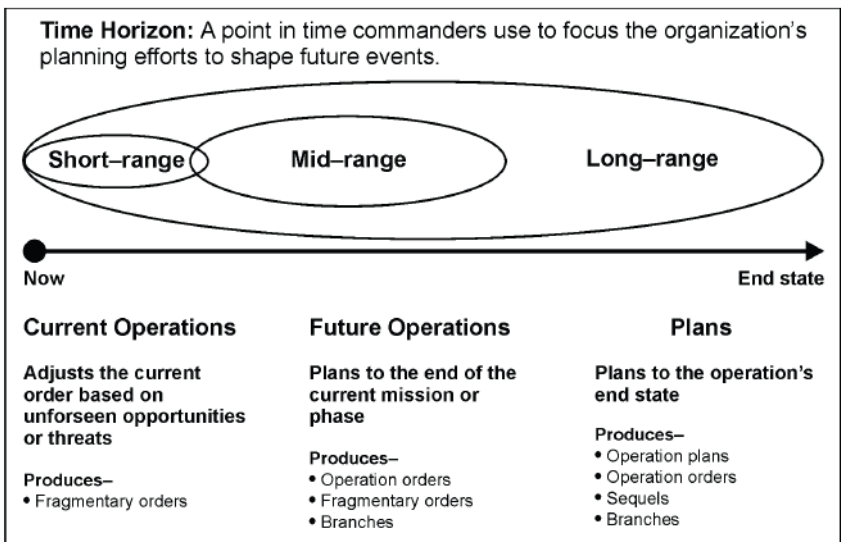
Figure 2-2: Time Horizons and Planning Responsibilities

The U. S. Army publication FM 5-0, *The Operations Process,* addresses time horizons in more detail. Figure 2-2 depicts time horizons and planning responsibilities from that publication.

2002. The Major Subordinate Command SWO

Major Subordinate Commands with SWOs:
- Marine Division - COC
- Marine Aircraft Wing - 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 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 they 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 remain aware of the 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 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 JTF. The SWO may prefer to communicate either directly or through their COC Team with those liaison officers at component commands. The SWO should determine the location and makeup of the Liaison Teams that they or their 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

Part III
Information Management

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" 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, is the key command and control center in the MAGTF for integrating information from all other COC(s) and functional areas for the purpose of maintaining a single source of information used to command of the battlespace. 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 Plan

a. Guidance for Developing the IMP

MCWP 3-30B outlines 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 further 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 and provide the Commander with the information desired as the Operations Order delineates.

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 to each other, with the latter amplifying information found in the former. 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.

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 Information Management Officer (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
- Command Control Communications Computers Intelligence Surveillance Reconnaissance (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

3003. 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 and report to the commander when one of these events are triggered. 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, and 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; more information on CCIRs can be found in MCWP 3-40.2. 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 their 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 they have enough for further analysis or must pass what they have 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 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 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 their decisions in reaction to the unexpected event.

b. Information

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 their attention.

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

- **<u>What do I know?</u>** – What information do I know that would be beneficial to others?

- **<u>Who needs to know it?</u>** – Who would benefit from receiving the information I know?

- **<u>Have I told them?</u>** – Have I shared this information with those who need to know it?

After a watchstander has processed the raw information using the aforementioned questions, they filter it and disseminate it to the SWO and others. The SWO then applies their own filter/thought process by answering the following questions and deciding which option to take within their authority:

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

Figure 3-1: Information Filter Process

The process, Figure 3-1, 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.

3004. Information Management 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 their 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 them to participate in and monitor certain battle rhythm events as they contribute 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 they are briefing or guiding the COC Team in preparing a brief, they 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. On the next few pages Figure 3-2 provides some Battle Rhythm Considerations while Figure 3-3 shows a sample Battle Rhythm.

External Factors	SWO Role	Internal Role	SWO Role
HHQ battle rhythm	Be alert for changes that affect the MAGTF. Maintain contact with LNOs at HHQ for early warning of battle rhythm changes.	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: • Current Ops (What is) • Future Ops (What if) • Future Plans (What's next)	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	Two processes • Planning process	The SWO supports the planning process and is part of the main effort in the decision cycle.

External Factors	SWO Role	Internal Role	SWO Role
	enemy action and make timely reports to the commander.	• 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 3-2: Battle Rhythm Considerations

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

Figure 3-3: Sample MAGTF Battle Rhythm

- **Collaborative Workspace:** Collaborative Workspaces are useful for sharing information and collaborating with a wide audience. The IMP must provide guidance to staff sections and subordinate commands on their responsibilities for establishing and maintaining Collaborative Workspaces. Usually, in addition to the IMP, the Information Management Officer will support the SWO and the COC Watch Team in maintaining the information process on the Collaborative Workspace. The watch team will work under the supervision of the G-6, IMO, and/or the SWO. The SWO should review Collaborative Workspace procedures with the COC Team and the IMO prior to commencing operations. The SWO should also adhere to the following:

  o Personally cite and release changes to the OPORD and FRAGO(s) before they are posted to Collaborative

Workspace 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 site.

o Have a backup plan to transmit OPORD changes and FRAGO(s) in case of technical issues or site failure.

o Periodically check the MAGTF web site for content and accuracy. This action can be delegated to COC Team members and rotated among watch standers.

o Ensure critical information, e. g. FRAGO(s), warning orders, CCIR, boundary changes, are easily accessed and appropriately flagged for attention on the site. Critical information should be consistently grouped in one area.

o Have a means of reporting site errors to the COC staff so corrective action may be taken in a timely manner.

o Ensure FRAGO(s) are promptly posted on the web site with a mechanism that allows the MSC/Major Subordinate Element (MSE) to confirm receipt.

> **TTP:** The MAGTF Collaborative Workspace 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 what is called 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 with clear, concise, and accurate information that captures events as they occur. The Journal Clerk carries out this task under the immediate supervision of the COC Operations Chief. The SWO should also give guidance on the content and timeliness of command journal entries as dictated by the COPSO or Commander.

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

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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.

Journal is normally kept (and frequently backed up) electronically 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.

- **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.

- **COC Information Displays:** COC electronic or physical 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 computer system, prominently arrayed around the COC floor on large projection screens or be maintained on a physical status board where watch standers in the COC could view. Digital, large-screen displays are particularly useful when the SWO wants to draw the attention of watch standers to key events as they unfold or to provide commander and battle staff to be provided a current, easy to view, picture of the current situation. Some computer applications can zoom the display from a large-scale overall view of the AO down to specific area of interest; additionally, 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:
  o Common Operational Picture (COP) Common Tactical Picture (CTP) Mission/Commander's Intent/CCIR(s)
  o Current Operations Status Boards

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.

3005. Command and Control (C2) Systems

The MAGTF COC is equipped with a number of C2 computerized systems/applications that support warfighting functions to 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.

Of note is the Collaboration at Sea (CAS) application. The CAS is a web-based system used to convey mission essential information to a large group of users with low band-width consumption. CAS is the Navy's global collaborative application, using the Secure Internet Protocol Router Network (SIPRNET) and Secret Releasable (SREL) CENTRIXS networks as its communications path, providing chat rooms, email, and standardized group web sites. CAS encompasses both Navy Strike Group and Fleet MOCs (ashore and afloat). These CAS sites are critical link to communication and collaboration with the Navy.

Part IV
Putting It All Together

4001. Designing, Deploying, Standing Up and Testing the COC

a. 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 Appendix C of this pamphlet. The G-3 plans the COC design and layout with input from the other battle staff members, OPORD requirements and Mission Enemy Terrain and Weather, Troops and Support Available – Time Available (METT-T) factors, and the following basic principles 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.

b. Standing Up a MAGTF COC. Current MAGTF headquarters manning is not routinely staffed to support a two-shift, 24-hour COC operation therefore 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 support can come from lower priority active Marine Corps billets and/or from Marine Corps Reserve manning. Higher, adjacent, and supporting commands can provide joint service augments and liaison personnel when and if required. Unfortunately, last minute personnel augmentation usually means the staff will receive unqualified or less experienced personnel with very little time to train them in COC procedures and build unit cohesiveness. The SWO should review the G-1's resource list prior to deployment again in order to avoid any unplanned shortfalls and plan workaround actions as needed.

c. Testing the COC. The MAGTF Annual Training Plan and the Pre-deployment Training Plan should include at least one full field deployment of the MAGTF COC and require the exercising of each MSC COC staff. The MAGTF commander should determine how quickly their COC can become fully operational and understand what the functional standard should be; these standards should be identified in the TACSOP. Ideally COC staff personnel should be comprised of experienced Marines that can train less experienced watchstanders in order to maintain an effective COC regardless of which watch team is on duty; additionally, the COC Watch Team should periodically train in the ability to shift C2 functionality between the main COC and an alternate COC/Command Post (CP).

> **TTP:** Frequent COC establishment training and battle drill training enables the COC Team to maintain proficiency in establishing a COC (to include communication paths), testing and employing the C2 Systems, and identifying areas of proficiency that could be improved upon so the COC can react properly and more proficiently in a real-world crisis. Practicing at least one battle drill per shift has proven effective in significantly increasing a COC Team's level of responsiveness; some teams find it beneficial to utilize a "playbook" to execute battle drills. See Appendix A for more information on example battle drills.

d. Battle Drills and Playbook. The SWO has two tools that will help them 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 their 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:
  - o 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 Casualty Evacuation (CASEVAC) or communicating a new MOPP condition.
  - o Evaluate the responsiveness of subordinate COCs.
  - o Review procedures in order to standardize and streamline battle drill checklist actions.
  - o Identify gaps in cell integration between COC functional cells.
  - o Identify connectivity and coordination problems with LNO cells in higher and adjacent HQ.
  - o Evaluate the ability to identify events for handoff to FOPS for longer range planning before execution.

- o Train less-experienced watch standers in COC procedures.

- **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.

4002. Conducting Current Operations. Once the COC is emplaced, the functional areas are fully manned by the required watch standers and ready to conduct operations, the SWO takes control, conducts a shift brief, and then begins continuous monitoring of the situation employing the commander's intent as outlined in the OPORD.

4003. 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 Collaborative Workspace identifies the correct entity, MEF Main COC or MEF FWD, as the command center in charge during the displacement

Appendix A
Battle Drills and Checklists

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 plot POI on map and COP	
2. Point 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	Coordinate NBC response as required while 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	

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		
CBRNE 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)_____

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:
          1) SENIOR WATCH OFFICER
          2) MAGTF COMMANDER / CHIEF OF STAFF
          3) _____
     c. MAKE LOG / JOURNAL ENTRY

2. UNPLANNED VISITOR:

     a. TIME OF NOTIFICATION:_____
     b. SOURCE OF INFORMATION:_____
     c. OBTAIN THE FOLLOWING INFORMATION:
          1) CALL SIGN / TAIL NUMBER:_____
          2) VISITOR NAME / COUNTRY:_____
          3) VISITOR TITLE:_____
          4) 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:_____

_____

Appendix B
Briefings

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	-	Opening remarks
	-	Frag Order in effect
	-	SitRep #
	-	THREATCON
	-	Mission Change
	-	Intent Change
	-	CCIR(s) Update
INTEL WO	-	Significant Events (during watch)
	-	Weather / impact on ops next 12 hrs
	-	Enemy situation and status
	-	Most dangerous enemy COA
	-	Most likely enemy COA
	-	Priority intel requirements
	-	Recon activities
GROUND WO	-	Significant events (during watch)
	-	Higher-Adjacent-Supporting
	-	Current mission and intent
	-	Current friendly situation by MSC

	-	Anticipated major event(s) next 12 hrs.
	-	Combat power
FIRES WO	-	Significant events (during watch)
	-	Higher-Adjacent-Supporting
	-	Current and future fire support
	-	FSCM(s) in effect (FSCL,BCL,RFA)
	-	Priority of Fire
	-	Weapons / air status / shortfalls
	-	Air Defense Warning Conditions
	-	Weapons Control Status (Red, Tight, Free)
	-	Anticipated effects during next 12 hrs.
IO WO	-	Significant events (during watch)
	-	Current IO situation and threat level
FORCE PROTECTION WO		
	-	Significant events (during watch)
	-	Area security status and operations
CBRND WO	-	Significant events (during watch)
	-	MOPP condition
	-	NBCD issues as necessary
LOG WO	-	Significant events (during watch)
	-	CSS status (Log / MSR / Medical) impact on ops for next 12 hrs.
	-	Current engineer ops / barrier plan
CMO WO	-	Significant events (during watch)
	-	Current civil-military relations status
Public Affairs & Media Protocol WO	-	Significant events (during watch)
	-	Current PA situation/requirements
G-1 WO	-	Significant events (during watch)

	-	Personnel Status, ops impact for next 12 hrs.
	-	EPW status
	-	Safety / Chaplain issues as necessary

| SJA | - | Significant events (during watch) |
| | - | ROE / Legal concerns as necessary |

| G-6 REP | - | Significant events (during watch) |
| | - | Communication status (Radio / SIPRNET / NIPRNET/ TCO/ Tel) |

| LIASON OFFICERS | - | Significant events (during watch) |
| | - | Parent command status / issues |

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 two to four hours into a watch to maintain situational awareness for all watch-standers. 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.

Appendix C
Notional MAGTF COC Watch Billets & Example COC Watch Floor Layout

COC Billet	Filled	As Needed
COPSO	YES	
Senior Watch Officer	YES	
Watch Chief	YES	
Reports Officer		YES
Journal Clerk	YES	
COP/CTP Operator	YES	
FRAGO Officer		YES
Ground Watch Officer	YES	
Force Protection Officer		YES
Intelligence Watch Officer	YES	
Intelligence Watch Chief	YES	
Intelligence Watch Assistant		YES
Fires Watch Officer/FSC	YES	
Fires Watch Chief	YES	
Naval Surface Fires Watch Officer		YES
Air Operations Watch Officer	YES	
JADOCS Operator	YES	
AFATDS Operator	YES	
TBMCS Operator	YES	
Logistics Watch Officer	YES	
Communications Officer	YES	
Communications Chief	YES	
Personnel Watch Officer	YES	
CBRNE Watch Officer		YES
SJA Watch Officer	YES	
Health Services Watch Officer	YES	
Civil Affairs Watch Officer		YES
Public Affairs Watch Officer		YES
Personnel Recovery Watch Officer		YES
Information OPS Officer		YES

Common Operating Picture (COP)

Maps Maps

CCIRs

Plasma Screen

Plasma Screen

CSNEs

Personnel Recovery Officer

SJA

Civil Affairs WO

Public Affairs WO

Personnel Watch Chief

Personnel WO

Radio Watch

COP Operator

COP Operator

Intel WO   Intel Chief   Intel Watch Assistant   JADOCS Operator   AFATDS Operator   TBMCS Operator

Ground WO   Fires WO   Fires Watch Chief   Fire Support Coordinator   Naval Surface Fires WO   Air Operations WO

RFI Manager   FRAGO Officer   Journal Clerk   Watch Chief   SWO   Medical WO   Patient Evacuation Control Center Representative

Information Management Officer   Information Operations WO

OpsO   COC   CG   SgtMaj

Decision Support Matrix/Template

Logistics WO

Engineer WO

Counter IED / EOD WO

Force Protection Officer

CBRN WO

Communications WO

Communications Chief

LNOs (as required)

Legend

	Map Board
	Boards
	Plasma Screen
	Desk
	Chair
	SIPR
	NIPR
	SVOIP/VOSIP
	DSN
	Radio

5

C-2

Appendix D
Information Management Theory

D-1. Information Management

- **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. The COC watch team should always utilize an IMP to facilitate information flow to help the commander make the best decisions possible.

Additionally, the SWO must consider the functions of information (generation, preservation, denial, and projection) described in MCDP 8 in overall Information Management and the criticality of gaining the information advantage in the AO.

- **Processing Information**

The SWO must be familiar with the theory of information management as discussed in MCDP 6. 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 being processed, but also defines how critical information will reach the commander. The main points of this theory are:

- o Communication can conform to either of two basic principles.
  - Supply (push)
  - Demand (pull)
- o Supply, or push of information 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.

o Demand, or 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.

- **Information Management Principles**

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

o **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.

o **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. Care should be taken to retain data that may be relevant to future decision-making or analysis.

o **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. 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.

o **Deliver Timely and Usable Formats:** Information delivered late is of no value to the decision maker; the time for decision has already 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.

o **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 email 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.

o **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.

o **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 task 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 usable information to decision maker in a manner that aids understanding it. 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:

  o 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

  o Institute a culture of information and knowledge sharing with a sense of urgency and a keen sense of understanding

  o 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.

o Ensure personnel are provided C2 system learning opportunities through high-quality training events and proactively plan appropriate technical and process resources as required for effect

o 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.

D-2. 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 D-1 below, shows the quality information characteristics applied in this procedure. A more detailed discussion of each characteristic can be found in MCWP 3-30A.

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

Figure D-1: Characteristics of Quality Information

Once it reaches the SWO, information may be broadcasted 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.

- **Focusing Information Management**

  Not all 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 their guidance to the COC Team, receives the information they deem most critical in a timely manner to effect decisions.

  Early in planning the commander delivers their 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 their 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.

- **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."

- **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 their decision-making process. The commander specifies their 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 IMP.

  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

RFI. MCDP 1-0 contains a more detailed discussion of CCIR and MCWP 3-30B describes the RFI management process.

- **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) 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 Collaborative Workspace. SWOs should periodically review other elements of Commander's Design to ensure that the information management process stays oriented on the commander's situational awareness.

Appendix E
SWO Training Opportunities

MISTC – Each major home station has a MAGTF Integrated Systems Training Center (MISTC) that provides Battalion/Regimental level Watch Officer training via their Watch Officer/Watch Chief Course. Other training for staff personal includes C2PC/JTCW Operators Course; Tactical COP Sever Course, the GCE C2 OPS NCO Course amongst other C2 Systems training courses. The MISTC is part of the MAGTF Staff Training Program, a component of Training and Education Command.

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 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.

Appendix F
Glossary

Battle Drills: Battle drills are rehearsals for real world events that involve timely and accurate decisions in time critical situations.

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

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 they are 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 employment of checklists and matrices will ensure 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.)

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 (FFIR). (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.)

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.

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 Command Chat procedures as outlined in the Operations Order.

Communications Strategy and Operations: Is a communications activity that provides timely, accurate information which informs and educates about the missions, organization, capabilities, needs, activities, and performance of the Marine Corps as an instrument of national defense.

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.

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 2023)
- 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 – (Main Supply Route (MSR) Status)
- Communications – (System Status)

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.

Electronic Warfare (EW): A military action involving the use of electromagnetic and direct energy to control the electromagnetic spectrum to attack the adversary. Electronic Warfare consists of three divisions: electronic attack, electronic protection, and electronic warfare support. EW denies the opponent and advantage in the electromagnetic spectrum and ensures friendly unimpeded access to the electromagnetic spectrum portion of the information environment.

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 Advantage: An exploitable condition resulting from one actor's ability to generate, preserve, deny, and project information more effectively than another. (MCDP-8)

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: Those items of information regarding the relevant aspects of the operational environment that need 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. USMC Dictionary 2020

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.

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.)

Signals Intelligence: Intelligence gained by exploiting an adversary's use of the electromagnetic spectrum with the aim of gaining undetected firsthand intelligence of the adversary's

intentions, dispositions, capabilities, and limitations. (MCRP 2-10A.1)

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 quickly determine the context and relevance of events that are unfolding. (MCRP 1-10.2)

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.

Appendix G
Acronyms

AC/S	Assistant Chief of Staff
ACC	Airspace Control Cell
ACO	Airspace Control Order
AFATDS	Advanced Fire Artillery Tactical Data System
ALD	Aviation Logistics Department (or Depot)
AO	Area of Operations
ATO	Air Tasking Order
AWC	Assistant Wing Commander
BCL	Battlefield Coordination Line
BDA	Battle Damage Assessment
BDOC	Base Defense Operations Center
C2	Command and Control
C2D2E	Command and Control in a Denied and Degraded Environment
C2PC	Command and Control Personal Computer
C4ISR	Command Control Communications Computers Intelligence Surveillance Reconnaissance
CA	Civil Affairs
CAG	Civil Affairs Group
CAS	Collaboration at Sea
CASEVAC	Casualty Evacuation
CCIR	Commander's Critical Information Requirement
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive materials
CDE	Collateral Damage Estimation
CENTRIXS	Combined Enterprise Regional Information Exchange System
CIE	Collaborative Information Environment
CMO	Civil Military Operations
CMOC	Civil Military Operations Center
COMMSTRAT	Communications Strategy and Operations
COP	Common Operational Picture
COPS	Current Operations

COPSO	Current Operations Officer
COS	Chief of Staff
CP	Command Post
CSNE	Commander Significant Notification Event
CWC	Composite Warfare Concept
DASC	Direct Air Support Center
DOD	Department of Defense
DP	Decision Point
DSM	Decision Support Matrix
DST	Decision Support Template
ERT	Emergency Response Team
ETA	Estimated Time of Arrival
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
GCE	Ground Combat Element
GTO	Ground Transportation Order
GWO	Ground Watch Officer
IM	Information Management
IMO	Information Management Officer
IMP	Information Management Plan
INTREP	Intelligence Report
INTSUM	Intelligence Summary
IO	Information Operations
IOC	Intelligence Operations Center
IP	Internet Protocol
ISOPREP	Isolated Person Report
IWO	Intelligence Watch Officer
JADOCS	Joint Automated Deep Operations Coordination System
JCAT	Joint Crisis Action Team
JP	Joint Publication

JPMRC	Joint Patient Movement Requirement Center
JTCW	Joint Tactical COP (Common Operational Picture) Workstation
LNO	Liaison Officer
LOO	Lines of Operations
MAGTF	Marine Air-Ground Task Force
MAWTS	Marine Aviation Weapons and Tactics
MCDP	Marine Corps Doctrinal Publication
MCLOG	Marine Corps Logistics Operations Group
MCRP	Marine Corps Reference Publication
MCTOG	Marine Combat Tactics and Operations Group
MCPP	Marine Corps Planning Process
MCWP	Marine Corps Warfighting Publication
MDDOC	MAGTF Deployment and Distribution Operations Center
MEB	Marine Expeditionary Brigade
MEF	Marine Expeditionary Force
METOC	Meteorological and Oceanographic
METT-T	Mission Enemy Terrain and Weather, Troops and Support Available – Time Available
MISTC	MAGTF Integrated Systems Training Center
MLG	Marine Logistics Group
MOC	Maritime Operations Center
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
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
PDE&A	Planning Decision Execution and Assessment
POI	Point of Impact
PRO	Personnel Recovery Officer
PRCC	Personnel Recovery Coordination Cell
QRF	Quick Reaction Force
RFI	Request for Information
ROE	Rules of Engagement
SAC	Senior Air Coordinator
SAD	Senior Air Director
SIPRNET	Secure Internet Protocol Router Network
SJA	Staff Judge Advocate
SOP	Standing Operating Procedure
SPOTREP	Spot Report
SWO	Senior Watch Officer
TACC	Tactical Air Command Center
TACON	Tactical Control
TACSOP	Tactical Standard Operating Procedure
TAOC	Tactical Air Operations Center
TBMCS	Theater Battle Management Core System
TFC	Tactical Fusion Center
THREATCON	Threat Condition
TRAP	Tactical Recovery of Aircraft and Personnel
TST	Time Sensitive Targeting
TTP	Tactics, Techniques, and Procedures
UAS	Unmanned Aircraft System
VOIP	Voice Over Internet Protocol
VTC	Video Teleconference
WO	Watch Officer
WTI	Weapons and Tactics Instructor

Appendix H
References

Joint Publications (JP)

Department of Defense Dictionary of Military Associated Terms
          Volume 1
1   Joint Warfighting
3-0   Joint Operations
3-31   Joint Land Operations
3-32   Command and Control for Joint Marine Operations
3-33   Joint Force Headquarters
3-50   Personnel Recovery
CJCSI 3151.01 Global Command and Control System Common
          Operational Picture Reporting Requirements
Insights and Best Practices   JTF C2 and Organization
Insights and Best Practices   Joint Headquarters Organization,
                               Staff Integration, and Battle Rhythm

Marine Corps Doctrinal Publications (MCDP)
1   Marine Corps Operations
1-4   Competing
5   Planning
6   Command and Control
7   Learning
8   Information

Marine Corps Reference Publications (MCRP)
2-10A.1 Signals Intelligence
3-40A.7 Patient Movement

Marine Corps Tactical Publications (MCTP)
2-10A   MAGTF Intelligence Collection
3-30A   Command and Staff Action
3-30B   Information Management

Marine Corps Warfighting Publications (MCWP)
3-10   MAGTF Ground Operations
3-20   Aviation Operations
3-32   MAGTF Information Operations
5-10   Marine Corps Planning Process

Naval Doctrine Publication (NDP)
1   Naval Warfare

Naval Warfare Publication (NWP)
3   Fleet Warfare

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
6-0.2   Guide to MAGTF Information Systems

Navy Tactics, Techniques, and Procedures
3-32.1   Maritime Operations Center