CHAPTER 6

SERVICE PAPERS

INTRODUCTION

1.   The writing of 'Service Papers' is one of the important aspects of a staff officer's work. Service papers are widely used to record and present facts, opinions and arguments leading to recommendations on which staff decisions are based. Within the Services, there are many different requirements for the preparation of Service papers but all follow the same general rules. Service papers may be divided broadly into the following types:

> a.   Those that examine a current or future problem and present a solution.

> b.   Those that survey and analyse past events.

The first type is based on estimate process or problem solving, and the papers tend to follow a fairly standard pattern. The second type covers more than simply past events; they are much wider in scope and more flexible in layout. The notes in this chapter are intended as basic introduction for the writing of any type of Service paper.

2.   Examples of different layouts for Service papers are at Annexes A - C. An example of a Service paper based on NAF problem solving is at Annex B to Chapter 10.

3.   **Superscription and Subscription**.   The examples at Annexes A and B show the conventional layout of the superscription.

4.   **Headings**.

> a.   The headings 'INTRODUCTION' and 'AIM' are always used for the first 2 sections of a Service paper.

> b.   The third section, the discussion, is normally written in several distinct parts and the reader is helped if each of these parts is given a separate main or group headings indicating the content. A section

headed 'CONCLUSION' is always included after the discussion section.

c.   When recommendations are required, they are set out under a separate heading 'RECOMMENDATION(S)' following the conclusion.

d.   In short or simple papers, group headings will be appropriate to differentiate between the distinctive parts of a Service paper. An example of this layout is at Annex A. In long or complex papers, main headings, as well as, group headings may be required to permit a more elaborate breakdown of material. An example is at Annex B. If main headings are used, they should be used consistently throughout the paper, ie, for INTRODUCTION, AIM, CONCLUSION, and RECOMMENDATION(S), and for the headings of the major divisions of the discussion section.

e.   Analytical Service papers may demand the use of main, group and paragraph headings, but the use of all these 3 headings is not obligatory, and their excessive use can break the flow of the argument. An example of an analytical Service paper is at Annex C.

5.   **Use of Annexes**.   Detailed information or illustrations should be shown in annexes to the Service paper. However, the reader should not find it necessary to study an annex in order to make sense of the argument; all material essential to the argument must be included in the body of the paper. In a Service paper, reserve the annexes for supporting information such as calculations, maps, graphs, detailed information on targets or weapons, forces available, sortie rates and outline plans.

6.   **Reference Material**.   It may be necessary to refer to a number of documents in the paper. This can be done by listing them under the title of the paper and identifying them by a reference letter, as is done in the example at Annex B. Alternatively, when there are many reference documents, it may be more convenient to show the references as footnotes at the end of each page. For example, if in Paragraph 3 of the paper, reference is made to a statement in another paper/document, the reference could be written as follows:

3.   'AHQ policy on the individual training of infantry men states that……..' [1]

Then at the bottom of the page, you write the source as:

Note:

1.   AHQ/783/Trg dated 12 Sep 11.

7.   **Distribution**.   The distribution should be listed at the end of the Service paper as shown at Annex A to this chapter. However, if the Service paper is sent out as an enclosure or an annex to a covering letter, the letter may include the distribution instead.

STYLE OF WRITING

8.   A Service paper should be written in a style suited to the subject and the reader. The choice of style is a matter of judgment. It will be influenced by the normal practice of the writer's Service, the level of the paper and the extent to which he knows the person for whom the paper is being written. Service papers are written in the third person.

9.   The writer must aim to convince his reader by ensuring that his facts are accurate and that his conclusions are sound. He should use a crisp, lucid style and express himself unequivocally. It is the writer's opinion and conclusions that are wanted and he should be prepared to state them and to take responsibility. Phrases such as 'It might well be considered, therefore, that the best course is……' are not only bad style but also an attempt to throw off responsibility; do not use them.

10.   The writer should use sentences of simple construction, words of common usage but not slang, and concrete rather than abstract words. SW should avoid using metaphors and rhetorical questions and be sparing in the use of adjectives.

11.   Some subjects lend themselves to the use of sub-paragraphs for the presentation of facts but as a general rule, the writer should try to avoid their over-use because they detract from a fluent style.

12.   In a Service paper which presents an argument, distinguish between what is fact and what is supposition by choosing carefully the correct tenses of verbs. Keep the past, present or future tenses for statements of fact; use the conditional tense (ie, would, could, should) for

what may or may not come true or what will come true if certain conditions were fulfilled, eg:

>   a.   'The Tyranian Navy has 2 frigates and 2 corvettes on station'. The present tense is used as this is a statement of fact.

>   b.   'It would cost ₦2,000,000 to build married quarters at NAF Lafia'. The conditional tense is used to indicate that expenses would be involved if it was decided to build the married quarters.

13.   Words should be chosen carefully to ensure that the writer says exactly what is intended. Many solutions are not strait jacketed; eg, it would be wrong to say that a course of action 'would' achieve something if the writer was not certain that it would do so. In this case, qualifying expressions such as 'would probably', 'would possibly' or 'might', should be used. Similarly, 'should' is never used when referring to essential features or 'must' when referring to desirable features.

CONSTRUCTION

THE SUBJECT HEADING

14.   Every Service paper must have a subject heading which describes, aptly and concisely, what the paper is about; eg, 'EFFECTIVE USE OF MANPOWER IN THE SERVICES'. Note that the Service paper's subject heading never begins with 'A PAPER ON ……'. Subject headings may be qualified by time, especially if their subject is a recurring event such as an annual exercise, and by place and method where appropriate.

THE INTRODUCTION

15.   The introduction should tell the reader why the paper has been written and give him the background essential to an understanding of the discussion. The writer should include any definitions or assumptions that he has been given or has used, and his terms of reference or, in their absence, the scope of the paper. If he feels that they are necessary to support or justify any facts he presents, he may also include the titles of any authorities he consulted during the preparation of the paper.

16.   The introduction should be as brief as possible. In deciding how much to include, remember that a reader should be able to get the gist of

a Service paper by reading only the introduction, aim and conclusion, eg, in a paper written for a commander, there would be no need to state the primary function of each major component of the units under his command. Similarly, where the senior officer would be well aware that an authority has been consulted, the authority's title should not be given. Bear in mind, however, that a Service paper is usually read by staff officers other than the person for whom the paper is written, and these officers may not be so familiar with the background. Moreover, a Service paper usually provides a historical record which will be filed. The introduction should, therefore, be sufficiently comprehensive to fulfill both of these purposes.

17.   The introduction prepares the way for a statement of the aim of the paper. The purpose of the paper should, therefore, be stated. It will tell the reader why the paper has been written; the purpose may be similar to the aim, but not necessarily so. Sometimes, there may be little difference in the wording between the 'purpose' and the 'aim', but in complex papers the difference is usually considerable. Hence, the 'purpose' should be included even though it may differ little from the aim.

18.   If the scope of the paper is not included in the terms of reference, it should be defined separately. The scope outlines the paper's limitations; it says what the writer is going to write about, and its main value to the reader is that he knows that if certain aspects have been excluded they have been excluded deliberately and not through oversight.

THE AIM

19.   A separate heading is used to highlight the aim. This enables the reader to see immediately whether the paper is designed to meet his requirements and to stop the writer from straying into irrelevancies. The aim should be as short as possible, should follow directly from the setting given in the introduction, and should state whether or not recommendations are to be made. The aim always begins with the words 'The aim of this paper is to…..', eg, 'The aim of this paper is to study recruiting for the Nigerian Army'.

20.   The aim should be single and not multiple; eg, 'to assess', and not 'to state and explain'. The aim should be qualified only by those limitations that have been imposed by superior authority and are completely outside your discretion. Such limitations usually concern time:

eg, '….to complete the evacuation by 1 Dec 92', '……to supply the aircraft on their airfields' and method '…….To supply the fuel by submarine'.

<u>THE DISCUSSION</u>

21.   The discussion is where the argument is presented, and the writer should develop this section in the most direct, concise, logical and convincing manner. Flexibility of approach is the outstanding feature of the Service paper and, as there is no rigid format for the discussion, the writer must decide for himself on the best way to argue his case.

22.   In a simple paper, which may be a factual survey, the facts may fall naturally into a chronological order or some other easily recognized sequence in which many points can be explained as the argument develops. In a more complex paper, extensive explanations may be required before the main argument can begin. It may also be necessary to outline at the beginning of the paper how the subject will be presented and to summarize the main argument or deductions at the end of each phase of the discussion. The reader should be led from one deduction to another, based on a number of possible complex points, each deduction being tersely summarized.

23.   In a paper which has to present a solution to a problem, the first task must be to determine what are the essential and desirable criteria; ie those factors or requirements against which a solution has to be evaluated. The paper should then show to what extent possible solutions meet or fall short of the criteria by setting out the advantages and disadvantages. Finally, a comparison between the possible solutions be made dealing with the least likely solution first and the most attractive one last.

24.   Time spent on establishing the framework of the paper is seldom wasted. Sometimes the framework initially chosen may not turn out to be the right one. As a paper develops, it may be decided that radical alterations to the paper's pattern are advisable; if so, the writer should not be afraid to make necessary changes even if major rewriting is required. The first stage in working out a framework is to establish the trend of the argument by itemizing the contents in the most logical order. Constraints, which may be financial, operational or political, set limits to the course of action open to the writer and should be established as the first step in the

body of the paper. Having decided on a sequence, the writer should list under each heading the facts and ideas that will be covered there and the order in which they will be discussed. The sequence should be tested for logical and progressive development, and any repetition in the argument eliminated. If it is necessary to cross-refer to other parts of the paper, the layout is suspect and should be reconsidered. Detail which is not essential to the development of the argument but which is required to support facts used in the discussion should be relegated to the annexes.

25.   Each major part of the discussion should end with a summary or a definitive statement of the writer's intent or deductions showing precisely how he is fulfilling the aim of the paper. These concluding statements form part of the discussion and must not be confused with the conclusions which summarize the discussion and are described in Paragraph 26.

THE CONCLUSION

26.   The conclusion of a Service paper should give a comprehensive but concise summary of the main deductions developed in the discussion section, and in conjunction with the introduction and aim should give the reader the general sense of the paper. It should lead directly to the recommendations where these are given. The conclusion must not contain any information, argument or deduction which has not been covered in the preceding discussion section and should follow the same pattern of development as that used in the discussion. The conclusion, together with any recommendations, must clearly demonstrate to the reader that the aim has been accomplished. At the end of each conclusion, the paragraph(s) from which the deduction was derived in the discussion should be cited.

RECOMMENDATIONS

27.   Recommendations need not be made unless called for in the terms of reference. A well-formed conclusion should enable a superior to make his decision without recommendations. The recommendations give, in outline, the next action which the writer thinks should be taken. The necessity for such action must derive logically from the conclusion; eg, a paper might end with the recommendation that field batteries should be issued with additional 105mm pack howitzers. The conclusion must have shown that these pack howitzers are needed, and that it is practicable to

provide them. Recommendations, like the conclusion must contain no new material.

28.   Recommendations should be written in a crisp and clear manner, without any supporting argument, making full use of sub-paragraphs. The paragraph(s) from the conclusion which form the basis of the recommendation should be cited at the end of each recommendation.

REVISION AND SUBMISSION

REVISION

29.   The draft Service paper should be subjected to a highly critical examination. The following tests should be applied:

    a.   **Subject Heading**.   Does the subject heading reflect concisely the aim, content and limitations of the paper?

    b.   **Introduction**.

        (1)   Has sufficient background been given?

        (2)   Have definitions and assumptions been limited to those necessary for an understanding of the paper?

        (3)   Have terms of reference and authorities consulted been given?

        (4)   Have the purpose of the paper and its scope and limitations been defined?

    c.   **Aim**.   Is the aim correctly worded?

    d.   **Discussion**.

        (1)   Has the aim been kept in mind throughout?

        (2)   Have all the constraints been established?

        (3)   Have all the relevant factors to the argument been presented accurately and in the best order?

(4)   Are there any details in the discussion which could be relegated to annexes?

(5)   Do the major parts of the paper finish with summary or clear statements of the intent or deductions?

(6)   Can anything be deleted without detriment to the sense of the argument?

e.   **Conclusion**.

(1)   Does the conclusion summarize the argument in the discussion section without introducing new material or argument?

(2)   Would the conclusion, read in conjunction with the introduction and aim, make a coherent whole and give the reader a broad understanding or the paper?

f.   **Recommendations**.

(1)   Do the recommendations lead directly from the conclusion without introducing new material?

(2)   Are they presented in a crisp and clear manner?

(3)   Does the recommendation state who should take action?

g.   **Service Writing**.

(1)   Have the conventions of SW been followed?

(2)   Are headings correctly used?

(3)   Can the English be improved?

(4)   Is the whole paper concise, logical, complete and easily understandable?

SUBMISSION

30.   A Service paper may be submitted in its own right, in a file, or as an enclosure to a covering letter or minute. If a covering letter or minute is used it should include the following information:

   a.   Very briefly, the reasons why the paper has been written.

   b.   The conclusion and recommendations as they actually appear in the paper.

   c.   Any action required or requested of any recipient.

   d.   The titles of authorities consulted if they are not included in the introduction to the paper.

Annexes:

A.   Example of Layout of Service Paper Using Group Headings.
B.   Example of Layout of Service Paper Using Main Headings.
C.   Example of Analytical Service Paper Arguing Against the Continental General Staff System.
D.   Example of Analytical Service Paper Arguing in Favour of the Continental General Staff System

RESTRICTED

EXAMPLE OF LAYOUT OF SERVICE PAPER USING GROUP HEADINGS
_____

SECURITY CLASSIFICATION

PRIVACY MARKING [1]

PRECEDENCE [1]

Copy No..…of….[1]

Identifying Reference

<u>SUBJECT HEADING</u> [2]

Reference: [1]

A.   ………………………………………

<u>INTRODUCTION</u> [2]

1.   The introduction should be as brief as possible but must include the purpose and scope of the paper, any terms of reference specified by higher authorities, and sufficient background information to prepare the reader for the statement of the aim and an understanding of the discussion.

<u>AIM</u> [2]

2.   The aim of this paper is to…..

1

PRIVACY MARKING

SECURITY CLASSIFICATION

RESTRICTED

<u>APPROPRIATE HEADING OF ARGUMENT</u>

3.   The discussion section contains the paper's arguments; there is no rigid format for the arrangement of the material but it must lead logically to the conclusion.

<u>CONCLUSION</u> (2)

4.   The conclusion section contains a summary of the main deductions presented in the discussion and, in conjunction with the introduction and the aim, presents a brief synopsis of the whole paper. It must not contain new material.

<u>RECOMMENDATION(S)</u> (1)

5.   If a recommendation(s) section is appropriate, it is included at the end of a Service paper. Recommendation must follow from the argument in the discussion and from the conclusion. They must contain no new material.

                                                                NAME
Place (3)   Rank
Date   Appointment

Annexes: (1)

Enclosures: (1)

Distribution:

Notes:

1.   If required or applicable.

2.   Mandatory for all Service papers.

3.   Place name only (eg, Jaji-Kaduna).

EXAMPLE OF LAYOUT OF SERVICE PAPER USING MAIN HEADINGS

SECURITY CLASSIFICATION

PRIVACY MARKING [1]

Precedence [1]

Copy No…of…[1]

Identifying Reference

SUBJECT HEADING [2]

References:

A.   …………………………………………..
B.   …………………………………………..

INTRODUCTION [2]

1.   The tank battalion was originally designed to………..

2.   …………………………………………………………………………

AIM [2]

3.   The aim of this paper is to……………………………

1

HEADING OF MAJOR DIVISION OF THE DISCUSSION (3)

FIRE-POWER

4. ………………………………………………………………………………..

5. ………………………………………………………………………………..

MOBILITY

6. ………………………………………………………………………………..

7. ………………………………………………………………………………..

PROTECTION

8. ………………………………………………………………………………..

9. ………………………………………………………………………………..

FLEXIBILITY

10 ………………………………………………………………………………..

HEADING OF MAJOR DIVISION OF THE DISCUSSION

11. ………………………………………………………………………………..
…………………………………………………………………………………………
………………………………………………………………

2

GENERAL

12.   In co-operation with other arms the tank battalion will share the task of:

a.   Breaking through the enemy's defences.

b.   Conducting the destruction…………………………

13.   …………………………………………………………………………..
…………………………………………………………………………..

THE ADVANCE

14.   **Advance to Contact**.   ………………………………………………..
………………………………………………………………………………

15.   **Pursuit**.   ………………………………………………………………….
…………………………………………………………………………………

16.   **Quick Attack**………………………………………………………………

a.   **The Assault**.   ………………………………………………………
………………………………………………………………………

b.   **Fire Support**.   ………………………………………………………
………………………………………………………………………….

c.   **Flank Protection**.   ……..……………………………………………

…………………………………………………………………………………….
…………………………………………………………………………………..

GENERAL

17.   There are 2 types of defence:

    a.   <u>Positional Defence</u>. ………………………………………

    b.   <u>Mobile Defence</u>. …………………………………………

18.   …………………………………………………….

HEADING OF MAJOR DIVISION OF THE DISCUSSION

COVERING FORCE

19.   <u>Screening</u>. ……………………………………………….

20.   <u>Guarding</u>. ……………………………………………….

COUNTER ATTACK

21.

22.

FLANK PROTECTION

23.   …………………………………………………

CONCLUSION

24. The principles of employment of the tank battalion are…………………

SECURITY CLASSIFICATION

PRIVACY MARKING [(1)]

25.   The main offensive roles ……………………………………..
………………………………………..

26.   The main defensive roles are ……………………………………
……………………………………………………………………………

RECOMMENDATIONS

27.   It is recommended that the roles of the tank battalion should be varied to.

      a.   …………………………………………………………

      b.   …………………………………………………………

Place [(4)]

Date

NAME
Rank
Appointment

Annexes: [(1)]

Enclosures: [(1)]

Distribution:

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PRIVACY MARKING [(1)]

SECURITY CLASSIFICATION

Notes:

1.   If required or applicable.

2.   Mandatory heading for all Service papers.

3.   See Paragraph 4c of this chapter.

4.   Place name only showing satellite town/locality and main town/city.

RESTRICTED

EXAMPLE OF ANALYTICAL SERVICE PAPER ARGUING AGAINST THE CONTINENTAL GENERAL STAFF SYSTEM

_____
RESTRICTED

DHQ/J3/1970

CHANGES IN THE NIGERIAN STAFF SYSTEM

INTRODUCTION

1.   One of the 4 priorities of Nigeria's defence policy is the maintenance and improvement of our military contribution to AU and UN. Differences in staff systems between Nigeria and her AU allies, many of which use the Continental General Staff System (CGSS), are said to be a hindrance to further co-operation. Consequently, the possibility of our adopting the continental staff system needs to be investigated.

2.   A knowledge of both the Nigerian and CGSS is assumed and no attempt will be made in this paper to explain them in detail.

AIM

3.   The aim of this paper is to recommend whether or not the Nigerian Army should adopt the CGSS.

COMPARISON OF STAFF SYSTEMS

BRANCHES OF STAFF

4.   The Nigerian staff system has 3 main branches, but below divisional level, the A and Q branches are combined under a senior administrative staff officer at the headquarters concerned. Thus, at brigade headquarters the BM controls G branch and the DAA & QMG is responsible for A and Q branches. At higher levels, there is the same

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TERMINOLOGY

9.   The most vulnerable aspect of the Nigerian system is its terminology. The titles of appointments are both archaic and confusing. It is illogical that the progression used for G appointments is quite different from that used for the administrative staff. Few Nigerian officers, let alone allied ones, would care to explain such irrational titles as DAAG, DAA, DAA & OMG and DA & QMG. By contrast, continental terminology follows a common pattern at all levels and the function of a staff officer is clearly apparent from his title.

10.   A further criticism of the Nigerian titles is that general staff appointments are often referred to colloquially as G1, G2 and G3. This practice inevitably creates confusion with the titles of the continental general staff branches.

11.   One advantage of the Nigerian system of titles is stated to be that the ranks of staff officers can be discerned from them whereas this is not possible in the continental system. But this is only true of the general staff titles, whose simplicity is not matched in the other branches. Only someone well versed in the Nigerian system would recognize the equal status of a GS02 and a DAAG, or be able instantly to discern the rank of an AQMG.

12.   As the 4 main staff functions (personnel, intelligence, operations and logistics) are common to both systems, it would seem feasible for the Nigerian Army to adopt the continental titles. However, the adoption of the continental nomenclature would achieve little unless the comparable job functions were the same. To achieve compatibility of the 2 systems, it would virtually require a change to the complete continental system.

STAFF TECHNIQUE

13.   The Nigerian staff is decentralized as far as possible and it is usual in routine matters for junior staff officers to take action on their own

3

initiative. On the other hand, most operational plans are made personally by the commander and the staff implements them after injecting and necessary staff detail.

14. In the continental system routine decisions frequently require reference to higher authority but operational plans are more often made by the staff in accordance with the commander's planning guidance and submitted to him for approval. The 9 branches are more autonomous than their Nigerian counterparts and the clear delineation of responsibilities is reflected in a more formal approach to staff work.

15. The function of the staff as a whole is therefore, fundamentally dissimilar in each system and reflects the different staff doctrines of the 2 systems. The standardization of staff techniques would call for a common staff doctrine and could be achieved only after long and detailed examination of the problem involved. In the immediate future, such a change is impracticable.

CONCLUSION

16. The Nigerian staff system has 3 main branches whereas the continental system has 9. As both systems recognize the same major staff functions, they could be regrouped so that they are common to both systems but only at the cost of an increase in the size and rank structure of the staff.

17. The continental system with its 9 branches makes a chief of staff a necessity at all levels. In the Nigerian system, below AHQ, the chief G staff officer is responsible for the co-ordination of staff work. The titles used to describe appointments in the Nigerian system are both archaic and confusing and do not, as in the continental system, indicate clearly the staff officer's functions. The continental nomenclature could be adopted but little would be achieved unless the comparable job functions were similar.

18.   The functions of the staff are dissimilar in the 2 systems. In the Nigerian system routine matters are decentralized to junior staff office and the commander personally makes the operational plans. In the continental system less decentralization is allowed but the commander is less personally involved in the formulation of operational plans. Standardization of staff techniques between the Nigerian and continental systems would require a common staff doctrine which could be achieved only after an exhaustive study of the problem. A change in the immediate future is impracticable.

RECOMMENDATION

19.   It is recommended that the Nigerian Army should not adopt either the continental staff system or its staff terminology.

	FS EWA
Jaji-Kaduna	Maj
Jul 11	GSO2 Ops

EXAMPLE OF ANALYTICAL SERVICE PAPER ARGUING IN FAVOUR OF THE CONTINENTAL GENERAL STAFF SYSTEM

RESTRICTED

ADOPTING THE CONTINENTAL GENERAL STAFF SYSTEM FOR NIGERIAN ARMED FORCES

"Change being a permanent state of transition is man's most noble"

> **Juan Ramon Jimenez 1881 – 1958
> (Spanish poet)**

INTRODUCTION

1.   One of the 4 priorities of Nigeria's defence policy is the maintenance and improvement of her military contributions to the AU and the UN. Differences in staff systems between Nigeria and her AU allies, many of whom use the continental staff system, are said to be a hindrance to further cooperation. Consequently, the possibility of adapting the continental staff system needs to be examined especially as the NA is already practicing it. The on-going process of globalization has virtually made the world a global village. This has been made possible through the Information Technology (IT) revolution. Through this process, there is now a reduction of barriers to trans-world contacts. This is so much so that people across the globe have become more able physically, legally, culturally, psychologically and even militarily to collaborate with each other in what is now termed "one world". This form of global connections or interactions has become almost mandatory if any institution whether national or international is not to be left behind. It is in this light of conforming to international and modern trends that the Armed Forces recently adopted the Manoeuvrist Approach to Warfare (MAW). The MAW is staff driven, which implies

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that for it to function effectively a Continental General Staff System (CGSS) would have to be adopted. This paper will discuss the fundamentals of CGSS, staff functions and responsibilities.

2.   A knowledge of the Nigerian Staff System is assumed, and no attempt will be made in this paper to explain it in detail.

AIM

3.   The aim of this paper is to examine the suitability of the CGSS for the Nigerian Armed Forces.

ISSUES AGAINST CGSS

THE CHIEF OF STAFF

4.   The Nigerian Army has hitherto never felt a need for a chief of staff, except at AHQ level. Below AHQ the coordinating functions of a chief of staff are performed by the senior G staff officer, though the chief administrative officer retains the right of direct access to the commander. The continental system with its 9 branches makes a chief of staff a necessity and one is provided at all levels. However, the commander is separated from direct contact with the heads of his staff branches by his chief of staff and it adds another link in the command chain. There is also no advantage to be gained from adopting the chief of staff appointment at the lower (unit) levels.

STAFF TECHNIQUE

5.   One advantage of the old Nigerian system of titles is that the ranks of staff officers can be discerned from them whereas this is not possible in the continental staff system. But this is only true of the general staff branch titles, in which their simplicity is not matched in the other branches. The Nigerian staff is decentralized as far as possible and it is usual in routine matters for junior staff officers to take action on their own initiative. On the other hand, most operational plans are made

personally by the commander and the staff implements them after injecting any necessary staff detail. In the continental system, routine decisions frequently require references to higher authority but operational plans are more often made by the staff in accordance with the commander's planning guidance and are submitted to him for approval.

FUNDAMENTALS OF CGSS

6.   The CGSS has been adopted by modern armies of the world. Its adoption by the Nigerian Armed Forces would allow personnel on PSO to adjust appropriately to a multinational setting and environment. The CGSS provides for 2 main branches at Div and Bde HQ levels. For example, the Operations/Training Branch to be headed by the Chief of Staff (COS) and the Administration/Logistics Branch to be headed by the Assistant Chief of Staff (DCOS/ACOS). The ACOS is at divisional level while the DCOS is at Bde level. The designated letters and colour codes used to identify single and Joint Service staff are as follows:

     a.   Joint Staff -   J   Colour Code   -   Purple.

     b.   Army   -   G   Colour Code   -   Green.

     c.   Navy   -   N   Colour Code   -   Light Blue.

     d.   Air Force -   A   Colour Code   -   Sky Blue.

7.   The CGSS has 9 general staff functional areas at the HQ and joint HQ levels. The specific identification numbers are as follows:

     a.   Administration   -   1.

     b.   Intelligence   -   2.

     c.   Operations   -   3.

3

   d.   Logistics   -   4.

   e.   Future Plans   -   5.

   f.   Communications and Information Systems (CIS)- 6.

   g.   Exercises (Training)   -   7.

   h.   Finance and Budget   -   8.

   i.   Civil Military Cooperation (CIMIC)/Political/Legal Advisers - 9.

8.   The CGSS identifies the staff according to arm of service, staff functional areas and the levels of appointment. This is achieved through the use of a combination of letters, numbers and colour codes. For instance a Grade 2 Staff Officer charged with planning and training at the Brigade HQ is designated SO2 G3 (Plans/Trg). The letters and figure SO2 stand for Staff Officer Grade 2, while the letter G stands for the Army. Figure 3 represents the staff functional area – operations. The Plans/Trg in brackets is to further explain the specific task of the officer in the operations cell. Supposing this were a naval formation of a brigade status, in line with the CGSS, the staff officer would be designated SO2 N3 (Plans/Trg). Similarly, the NAF equivalent would be S02 A3 (Plans/Trg).

9.   It is worthy of note that, at divisional and brigade levels not all the functional areas of the CGSS can be activated due to manpower shortages. It is believed that the shortfall can be made up with some of the schedules of the arm/service advisers. For instance the Bde APRO could play the role of the SO3 CIMIC at the Bde HQ.

10.   It is not in doubt that the CGSS has adequately covered the major staff functions and responsibilities in an HQ. It must be noted that the organization of the staff is such that the cells (G1 – 9) are equal in status.

COMPARISON OF THE STAFF SYSTEMS

BRANCHES OF THE OLD STAFF SYSTEM

11.   The old Nigerian staff system has 3 main branches, (G A and Q) but below divisional level the A and Q branches are combined under a senior administrative staff officer at the headquarters concerned. Thus, at brigade headquarters the BM controls G branch and the DAA & QMG is responsible for A and Q branches. At higher levels, there is the same basic division of responsibilities between the general staff and the administrative staff.

12.   The continental system normally has 9 branches of equal status, dealing respectively with what Nigerians will call administration, intelligence, operations and training, logistics, civil affairs and so on. The staff tends to be larger than in the old Nigerian system as each branch must be headed by an officer of appropriate rank. Despite the difference in organization, both systems recognize the same major staff functions and provide officers with equivalent responsibilities. However, the CGSS is being adopted globally and used in PSO in which Nigeria participates. Thus, the CGSS could be considered for the Nigerian Armed Forces.

13.   Officers of the Nigerian Armed Forces have experienced difficulty while functioning in UN and AU headquarters due to their unfamiliarity with the universally practiced CGSS.   Furthermore, the COS in the CGSS allows the commander enough room to better perform his command functions without hindrance by routine matters. It would also not be difficult for the NA and the NAF to be integrated into CGSS as the system is already being practiced at the command levels in the NN where all the heads of departments report to the Chief Staff Officer (CSO), who in turn, reports to the Flag Officer Commanding (FOC). This is similar to the Senior Air Staff Officer's (SASO) position in the NAF.

14.   Finally, in the CGSS the preparation of operational plans and orders is staff driven.   This means that the commander gives his

planning guidance, while the staff prepares the plans and then in turn briefs him. Conversely, in the old NA System the preparation of plans and orders is command driven, with the staff providing necessary details as required. Furthermore, there is marked difference in major Staff Duties (SD), operational procedure, technique and process between the 2 staff systems. This is largely so since the CGSS functions best under the MAW and the doctrine of Mission Command.

CONCLUSION

14.   The CGSS has been adopted by most modern armies of the world. Its adoption by the Nigerian Armed Forces would enable personnel on PSO to adjust appropriately to the multinational setting and environment. Being a new system, there is bound to be some initial problems in its implementation. However, it is our firm belief that time and practice as well as training will help to overcome the problems. All must therefore be encouraged to approach the new system with a positive attitude that would make it a success.

RECOMMENDATION

15.   It is recommended that the Nigerian Armed Forces should adopt the CGSS and its staff terminology.

	OO BRIGHT
Jaji – Kaduna	Maj
Jul 11	SO2 G3 (Plans/Trg)

Appendix:

1.   Staff Functions and Responsibilities.

RESTRICTED

RESTRICTED

STAFF FUNCTIONS AND RESPONSIBILITIES

ARMY

1.   At the divisional level and below the hierarchy of command provides for the following staff appointments and cells under the CGSS:

  a.   **Chief of Staff**.

    (1)   The COS is the most senior staff officer in the HQ who coordinates the work at the main HQ. During operations, he is at the main HQ.

    (2)   He supervises the G2, G3 and G5 cells directly.

    (3)   Initiates the staff led estimates.

    (4)   Coordinates with ACOS to ensure the integration of the logistics component of the estimate and plan.

    (5)   Leads the decision brief.

    (6)   Orchestrates and coordinates the delivery of orders.

    (7)   Ensures the dissemination and distribution of orders.

    (8)   Ensures the production of estimate, and contingency Plans.

(9)   Works closely with the signals and DCOS on movement of HQs.

(10)   Works closely and liaises with combat arms advisers and their staff.

(11)   Keeps the Comd informed of the latest situation and remains in the picture to be able to plan ahead.

b.   **Assistant/Deputy Chief of Staff**.

(1)   The ACOS/DCOS coordinates and works with the COS for the proper functioning of the HQ. Coordinates the HQ's work at the Rear HQs.

(2)   Coordinates Rear Security with mnvr comds.

(3)   He supervises the G1 and G4 cells and elements of G5 cell.

(4)   Initiates Combat Service Support (CSS) estimate and plan.

(5)   Conducts logistical risk analysis and management of ops plan.

(6)   Prepares the Combat Service Support Orders (CSSO), which forms part of the op order.

(7)   Briefs the comd on personnel and logistical matters.

(8)   Works closely and liaises with CSS Comds and their staff.

(9)   Coord of O gp, prep and production of OpO.

c.   **G1 Cell**.   The G1 Cell is responsible for:

(1)   Maintaining and coordinating casualty state.

(2)   Maintaining manning state.

(3)   Control and issue of personnel reinforcement including Battle Casualty Replacement (BCR).

(4)   Protection and coordination of the PW including location of PW Cage.

(5)   Management and disposal of stragglers and refugees/Internally Displaced Persons (IDPs).

(6)   Coord of medical support.

(7)   Liaising with Civil Police and coordinating their efforts.

(8)   Providing close protection for designated high value personnel.

(9)   Personnel administration and field records.

(10)   Burial and graves registration.

(11)   Population movement control.

(12)   Working closely with specialist branches; Chaplains, Medical, Provost, Legal, Finance and Education.

(13)   Spiritual welfare – Chaplaincy.

(14)   Recruitment and discharge.

(15)   Ceremonials, meals, welfare and leaves.

d. **G2 Cell**.   The G2 Cell is responsible for:

(1)   Maintaining database of adversary.

(2)   Preparing detailed information collection plan.

(3)   Conducts interrogations.

(4)   Prepares trafficability studies.

(5)   Compiles intelligence annexes of ops order.

(6)   Intelligence and Security liaison with other agencies.

(7)   Prepares intelligence Preparation of the Battlefield (IPB) and intelligence estimate.

(8)   Provides intelligence for psy ops, deception and counter deception.

(9)   Censorship.

(10) Security.

e. **G3 Cell**.   The G3 Cell is responsible for:

(1)   Manages current ops.

(2)   Planning tactical movement.

(3)   Coordination of Combat Support.

(4)   Watch keeping.

(5)   Contingency Planning.

(6)   Organization and deployment.

(7)   Public information.

(8)   Command and Control Warfare.

(9)   Nuclear Biological and Chemical related matters.

(10)   Operational Planning and Coordination.

(11)   Production of OpO.

(12)   Deception.

(13)   Internal Security.

(14)   Liaison duties.

(15)   Trg policy, preparation and modification.

(16)   Tac doctrine and lessons learned.

(17)   Maintains Order of Battle.

(18)   Allocation of Tps for Specific Ops.

f.   **G4 Cell**.   The G4 Cell is responsible for:

(1)   Transportation matters.

(2)   Administrative and logistic movements.

(3)   Holding and distribution of C Sup.

(4)   Holding and commandeering of material.

    (5)   Catering services.

    (6)   Pioneer services.

    (7)   Coordination with G9 cell to implement CIMIC plan.

    (8)   Logistic planning for future ops.

    (9)   Planning and allotment of accn.

    (10) Postal services.

    (11) Real estate construction and mgt.

    (12) Prep and issue Log O.

g.   **G5 Cell**.   The G5 Cell is responsible for:

    (1)   Contingency Planning.

    (2)   Situation Awareness.

    (3)   War-gaming.

    (4)   Future Operations.

    (5)   Strategic Plan and Policy.

h.   **G6 Cell**.   The G6 Cell is responsible for:

    (1)   Communition Information System (CIS).

    (2) Organization and coordination of deployments functions.

(3) Control, management and operation of electromagnetic spectrum.

(4) Information management.

(5) Procurement, planning and coordination of electronic requirements.

i. **G7 Cell**. The G7 Cell is responsible for:

    (1) Doctrine development and review.

    (2) Exercises.

    (3) Lessons learnt.

    (4) Development of manuals.

j. **G8 Cell**. The G8 Cell is responsible for:

    (1) Forecasting and collection of demands.

    (2) Budgeting.

    (3) Finance.

    (4) Accounts.

    (5) Internal auditing.

k. **G9 Cell**. The G9 Cell is responsible for:

(1) Forecasting.

(2) Humanitarian CIMIC policies.

(3)   Peace building.

(4)   Quick impact project management.

STAFF APPOINTMENTS IN JOINT AND OTHER SERVICES

2.   **General Staff of Joint Formation**.

a.   J1 - Personnel.

b.   J2 – Intelligence.

c.   J3 – Operations.

d.   J4 – Logistics.

e.   J5 – Future Plans.

f.   J6 – Communications.

3.   **General Staff of a Maritime Formation**.

a.   N1 – Personnel.

b.   N2 – Intelligence.

c.   N3 – Operations.

d.   N4 – Logistics.

e.   N5 – Future Plans.

f.   N6 – Communications.

4.   **<u>General Staff of an Air Formation</u>**.

    a.   A1 – Personnel.

    b.   A2 – Intelligence.

    c.   A3 – Operations.

    d.   A4 – Logistics.

    e.   A5 – Future Plans.

    f.   A6 – Communications.