TO : See Distribution

SUBJECT : Staff Officers’ Handbook

REFERENCE : A. MPFSEE Agreement

B. SEEBRIG Directives and SOPs

C. PSO Handbooks 1, 2 & 3


2. The SOH is a compendium of other documents and is designed to provide staff personnel with frequently used information needed to Conduct PSO. This handbook will be used as a reference at the HQ SEEBRIG and the units as well.

3. Although a concerted effort has been made to insure that the SOH is accurate, there may be inconsistencies between it and other SEEBRIG publications. Approved Directives and SOPs will be considered the authoritative sources when questions arise.
4. Users are encouraged to recommend changes and comments to the HQ SEEBRIG. Proposed checklists, summaries, illustrations, and other additions should be forwarded with the form including such headings as originator of proposal, related chapter, page and para number.

Andreas KOUZELIS
Major General, Nation 3 Army
Commander of SEEBRIG

ANNEX:
A. STAFF OFFICER HANDBOOK

DISTRIBUTION:

External:

Action: 
Info: 
Nation 1 MOD  
Nation 2 MOD  
Nation 3 HNDGS  
Nation 4 MOD  
Nation 5 MOD  
Nation 6 MOD  
Nation 7 TGS

Internal:

Action: 
Info: 
Plan A  
Sup Bn.
SEEBRIG’S HISTORICAL BACKGROUND

Believing that cooperation and dialog among the countries of South-Eastern Europe must be further developed and considering their commitment to contribute to regional security and stability, and to foster good neighbourly relations, among the countries, an Agreement on Multinational Peace Force South-Eastern Europe (MPFSEE) was signed by the Ministers of Defense of the seven participating countries in Skopje on 26 September 1998. Slovenia and the United States, as observer nations, expressed their full support and determination to contribute to this initiative. During the fifth South-Eastern Defense Ministerial (SEDM) Meeting in Thessaloniki on 9 October 2000, Croatia has been accepted as the third observer nation in MPFSEE. Thereafter, Ukraine became an observer at the Ministerial Meetings in the SEDM Process.

This initiative, consistent with the purposes and principles of the UN Charter;
- is neither directed against any third state nor intended to form a military alliance of any form against any country or a group of countries.
- is transparent and open to the NATO and Partnership for Peace (PfP) Nations in the region, "able and willing" to contribute constructively, at any later stage.
- will be in line with and supportive of PfP programs which aim at the improvement of the regional cooperation within PfP and shall allow essential cooperation within the framework of the UN, NATO, OSCE and EU.

The South-Eastern Europe Brigade is established by seven participating nations to contribute to regional security and stability in the Euro-Atlantic area and to foster good neighborly relations among the South-Eastern European countries.

The SEEBRIG is to be employed, on a case by case basis, following a political decision in accordance with its own procedures. The Brigade will be available for possible employment in UN or OSCE-mandated NATO or EU-led peace support operations, except peace enforcement. It could also participate in “Coalition of the Willing” type international initiatives. The Brigade will also function “In the Spirit” of the Partnership for Peace.

Units allocated to the SEEBRIG remain at their permanent home base locations and will be committed on a task force principle for exercises and operations upon the decisions of the participating Nations and appropriate joint direction and coordination of the Politico-Military Steering Committee (PMSC). The SEEBRIG Commander assumes the command of the subordinate units after the transfer of authority.
SEEBRIG HEADQUARTERS

The HQ SEEBRIG was activated with a permanent Nucleus Staff on 31 August 1999. Nucleus Staff consists of a general, 24 officers and 14 NCOs. The number of the military personnel for contingency establishment will be 107.

The location of the HQ SEEBRIG will be on rotational basis, for a four-year period, and will be hosted by the following cities: Plovdiv (1999-2003), Constanta (2003-2007), Istanbul (2007-2011) and Kilkis (2011-2015).

The SEEBRIG Commander will be provided by the participating nations on a rotational basis, for a two-year period.

The 1st Commander of SEEBRIG was Bde Gen. Hilmi ZORLU (Nat. 7) who handed over his duties to Bde Gen. Andreas KOUZELIS (Nat. 3) on 31st August 2001.

On 31st of August 2002, SEEBRIG HQ celebrated the 3rd Anniversary of its activation.

FORCE STRUCTURE

Four mechanized infantry battalions, one framework mechanized infantry regiment enforced with one infantry company and one mechanized company, one Reconnaissance Company and one reconnaissance platoon have been declared by the participating nations.

One self-propelled howitzer battery, one engineer platoon, and two tactical air control parties provide the combat support for manoeuvre units.

A multinational combat service support battalion provides support for the brigade in case of deployment. Signal Company and HQ Company support the SEEBRIG HQ and they have been provided by the respective Host Nation.

An Engineer Task Force was established in accordance with the Protocol signed in Bucharest on 30 November 1999.

Authority over these units is to be transferred to COMSEEBRIG in case of deployment for operation.

Nations are responsible for the training of their own units in their permanent home base locations and in national training facilities in accordance with jointly established standards.
STAFF OFFICERS HANDBOOK

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MPFSEE UNCLASSIFIED
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CHAPTER TWO

SEEBRIG ORGANISATION

1. HQ ORGANISATION:

a. **Nucleus Staff:** forms the standing part of the HQ SEEBRIG. The HQ SEEBRIG/Nucleus Staff is established to support the SEEBRIG by exercising routine functions and upon activation of the Force -for exercises and operations- to become the nucleus of the deployed HQ SEEBRIG.

b. **Contingency Establishment (CE):** CE is the table setting out the authorized re-distribution of manpower and augmentation of personnel for the Force HQ under operational conditions.

c. For additional information, see Appendix 2 and 3 to Annex C to the Agreement on the MPFSEE or in Chapter 1.

2. GENERAL DUTIES OF STAFF OFFICERS:

a. The HQ SEEBRIG/NUCLEUS Staff works under the direction of COMSEEBRIG and supervision of PMSC, in close coordination and consultation with respective national HQs.

b. As its pre-deployment functions, the HQ SEEBRIG/ Nucleus Staff:

   (1) Develops Standard Operating Procedures (SOPs) for HQ SEEBRIG,

   (2) Develops databases and options for strategic movement necessary to reduce planning and deployment time in advance of any actual deployment,

   (3) Prepares proposals for annual program to include training and exercises for consideration by PMSC,

   (4) Plans and conducts operational and logistic training and exercises based on the decisions of the Politico-Military Steering Committee,

   (5) Develops generic Contingency Operations Plans,
(6) Submits annual reports to the relevant authorities of the participating nations,

(7) Prepares a set of rules of engagement,

(8) Participates in fact-finding missions to be conducted in preparation for missions involving the deployment and employment of the Brigade,

(9) Collects and evaluates lessons learned from previous missions,

(10) Performs any other tasks which it has been directed for.

c. As the core structure of the SEEBRIG staff, the HQ SEEBRIG/Nucleus Staff will be deployable with the SEEBRIG. All personnel assigned to the HQ SEEBRIG/ Nucleus Staff will, in principle, be deployed with the Brigade Staff during deployments.

d. At least one full-scale study-period of 1-2 week(s) is to be held each year by the HQ SEEBRIG/ Nucleus Staff with the participation of key personnel from the assigned troops, with the aim of maintaining HQ efficiency.

e. COMSEEBRIG will be responsible for the following:

   (1) Peacetime/Prior to deployment:

      (a) Regular reporting to the PMSC/SEEBRIG,

      (b) Direction of the HQ SEEBRIG/ Nucleus Staff through the Deputy Commanders and/or the Chief of Staff/SEEBRIG,

      (c) Visits to units assigned to the SEEBRIG,

      (d) Initiation of and participation in fact finding missions on request,

      (e) Preparation of annual program for training and exercises for PMSC/SEEBRIG approval,

      (f) Development of training standards for units for consideration by the PMSC/SEEBRIG,
(g) Development of guidelines for logistic interoperability,

(h) Submission of directives for the planning of exercise programs,

(i) Initiation and direction of various small scale multinational activities e.g. command post exercises (CPX), computer assisted exercises (CAX) and seminars etc.,

(j) Performing any other tasks as directed by the PMSC.

(2) During deployment:

(a) Exercise of command authority (OPCON) through the unit commanders placed under his Operational Command,

(b) Control of the multinational logistic elements and resources in the SEEBRIG,

(c) Coordination of issues of national interest or concern with National Senior Officers, (Issues of concern to COMSEEBRIG - e.g. unit performance, discipline will likewise be directed to the National Senior Officers.),

(d) Coordination with other commanders, agencies, non-governmental organizations and with local authorities in the Mission Area, as directed by the Force Commander (if there is one),

(e) Maintaining the integrity and security of the SEEBRIG.

f. Deputy Commanders (DCOMs):

(1) There will be two Deputy Commanders - DCOM Operations and DCOM Support. Each will be appointed for a period of two years and the post will rotate among Parties. Host Nation is excluded from DCOM rotation.

(2) DCOM OPS is responsible for intelligence, operations, civil operations and engineer.
(3) DCOM SUP is responsible for personnel, logistics, CIS and finance.

(4) DCOMs/SEEBRIG will hold the rank of Colonel.

(5) DCOMs/SEEBRIG will be held by different nationalities than COMSEEBRIG.

(6) DCOMs will discharge their respective duties as directed by COMSEEBRIG.

(7) DCOMs/SEEBRIG will deploy with the SEEBRIG in both exercises and contingencies.

(8) Senior DCOM/SEEBRIG must be prepared to take over the duties of COMSEEBRIG as required.

g. Chief of Staff:

(1) COS/SEEBRIG will be appointed for a period of two years by the Host Nation.

(2) COS/SEEBRIG will hold the rank of Colonel.

(3) The COS/SEEBRIG is head of the HQ SEEBRIG/NUCLEUS Staff at peacetime and head of the SEEBRIG Tactical Operations Center (TOC) during deployment. The task of the COS/SEEBRIG at peacetime is to direct and manage the establishment and running of the HQ SEEBRIG/NUCLEUS STAFF.

(4) The COS/SEEBRIG will be responsible for the following:

(a) Running and directing the HQ SEEBRIG/NUCLEUS Staff during deployment,

(b) Ensuring the economic use of the common funds connected to the HQ SEEBRIG/NUCLEUS Staff,
(c) Training and exercising the HQ SEEBRIG/NUCLEUS Staff and the augmentation part of the HQ SEEBRIG.

(d) Supervision of contingency/operational planning.

(e) Any other tasks which he is directed to perform by COMSEEBRIG.

h. Deputy Chiefs of Staff (DCOSs):

(1) There will be two DCOSs - DCOS Operations and DCOS Support.

(2) DCOSs/SEEBRIG will be appointed for a period of two years. The posts will rotate among the Parties. Host nation is excluded from DCOSs rotation.

(3) DCOSs/SEEBRIG will hold the rank of Colonel.

(4) DCOS OPS/SEEBRIG is the alternate head of the HQ SEEBRIG TOC during deployment.

(5) DCOSs/SEEBRIG will be responsible for any other tasks which they are directed to perform by COS/SEEBRIG.

i. G-1 (PERSONNEL): Plans, reporting and status, linguistic support, welfare, religion, morale, casualties, detention of individuals, protocol/visits (if Protocol Office has not been activated), medals/ awards, international efficiency reports and Military Police (In coordination with G2, G3 and G4).


k. G-3 (OPERATIONS): Plans, current Ops & Exercises, TOC, liaison with higher and adjacent HQs.
I. G-4 (LOGISTICS): Resources -less manpower- reporting and status, logistic plans, SOPs, logistic support, medical support, movement functions.

m. G-5 (CIMIC): CIMIC plans and policies, CIMIC Center, Joint Military Commission/JMC, programmes and projects, liaison with local authorities and NGOs and Public Information if PIO is not activated.

n. G-6 (CIS): Planning & Management C4 support, plans,
o. G-7 (ENGINEER): Brigade mobility/counter mobility and protection functions, support to local authorities and NGOs,
p. G-8 (BUDFIN): Resources management and budget programming, financial reporting and status, finance and accounting, budget and disbursing, contracts and property management, (Chief BUDFIN does have direct access to COMSEEBRIG),

q. PIO (PUBLIC INFORMATION) : Public information policy, PI Center/Press releases, liaison with mass media,
r. LEGAL ADVISOR: Advice COMSEEBRIG on legal aspects, support the Staff with legal expertise,
s. POLITICAL ADVISOR: Advice COMSEEBRIG on political issues regarding the mission/exercises,

3. HQ DAILY ROUTINE:

a. Normal working hours are 08.30 – 17.30 hrs daily (during summer 08.00 – 17.00) depending on situation and operational issues. COMSEEBRIG has the authority to change them if required. Working time will be on 24 hours basis during deployment and some exercises.

b. Normally there will be two briefings weekly:

(1) COS Weekly Coordination Meeting. This meeting is held in COS’s office normally on Thursdays at 11.00 hrs. Chief of the sections or all officers have to attend this meeting. During this meeting, staff activities and implementation of the main projects are reviewed in order
to identify main task for the week and month to enhance coordination among the sections.

(2) **COMSEEBRIG weekly briefing.** This briefing is held in TOC on Fridays at 15.00 hrs. All officers and non-commissioned officers have to attend.

c. Form at of the briefings and presentation style is described in SEEBRIG SOP 101-Administration.

4. **STAFF WRITING:**

a. **Methods of Communication:** Official business might be transacted, whenever possible, by personal contacts and telephones, possibly military lines and, for classified matters, via secure phones.

b. **Messages:** Electronically transmitted messages are to be used when security and/or promptness are paramount importance and when regular mail will not suffice for the movement of correspondence.

c. **Military Letter:** A military letter is a letter to external military headquarters and organizations, which can be sent to one or more addressees and that, by its nature, is formal. This type of correspondence is not used when it is addressed to individuals outside the military. For further information, see Chapter 3 of SEEBRIG Directive 1-1. The format for military letter is presented in Annex A.

d. **Memorandum:** A memorandum is an intra-headquarter correspondence used to provide or to recommend an action to an individual activity or staff agency when no reply is required. For more information, see Chapter 3 of SEEBRIG Directive 1-1. The format for memorandum is in Annex B.

e. **ADP (Automated Data Processing) Correspondence:** Correspondence produced by a computer system will follow the format criteria described in SEEBRIG Directive 1-1. Particular attention should be drawn on security aspects described in relevant documents. Currently an ADP network grants the electronic exchange of information, messages, documents and any other correspondence within the HQ SEEBRIG.
f. Fax Cover Sheet Format, Leave Application Format and Charts for Military Ranks are presented in Annex C, D and E respectively.

g. **Basic Standardization**: SEEBRIG Directive 1-1 provides a basic standardization within SEEBRIG.

**ANNEXES:****
A. MILITARY LETTER FORMAT  
B. MEMORANDUM FORMAT  
C. FAX COVER SHEET FORMAT  
D. APPLICATION FOR LEAVE FORMAT  
E. RANKS FROM ALL NATIONS
MILITARY LETTER FORMAT

CLASSIFICATION

HEADQUARTERS
MULTINATIONAL PEACE FORCE
SOUTH-EASTERN EUROPE BRIGADE
PLOVDIV-BULGARIA

TO: See Distribution

SUBJECT: Military Letter Format

REFERENCES: A.  
B.

DATE:

1. GENERAL. A Military Letter is for correspondence to senior, equivalent and subordinate commands, military officials of nations, military executive departments (cabinet members) of countries, and National Military Representatives (in other words, to military addresses).

2. MARGINS. The left margin is to be a minimum 2,5 cm and maximum 3 cm from the left edge of the paper. The right margin is to be 2 cm. The top and bottom margins are to be a minimum of 1,5 cm. Leave 2 clear lines between letterhead and file reference (margins on follow-on pages are to be the same as those on the first page).

3. HEAD. The head of a letter consists of all information preceding the text and includes the letterhead, date, writer attribution line (if used), file reference number, the address, and references (if applicable).
5. **REFERENCES.** Use only one side of a sheet of paper. Type the file reference in the upper left corner as shown above. Type the listing of annexes and enclosures on the lower left corner as shown on the continuation page 4.

6. **ATTRIBUTION LINE.** The attribution line is not to be used on letters to external addressees. When used on internal correspondence, it will consist of the action officer’s rank and name, the typist’s initials and the action officer’s telephone number (e.g. SGM Surback/sl/2424). If the action officer is responsible for writing and typing the correspondence, omit the typist’s initials.

7. **BODY OF THE CORRESPONDENCE.** It is 1,5 line spaced and justified. Paragraphs are to be numbered in Arabic numerals followed by a full stop, beginning with the number “1”. One tab space will follow a paragraph number/letter before the first word of text. (Note: When full stops are used other than after a paragraph number/letter, only two clear spaces will follow). The use of abbreviations and acronyms should be kept to a minimum but where used, all but the most common ones should be spelled out the first time used.

8. **NUMBERING.** A letter consisting of a single paragraph is not numbered. The text should commence one tab space from the left margin.

   a. First level Sub-paragraphs are lettered (lower case) and indented so that the letter is aligned directly below the first letter of the first word of the main paragraph.

   b. If there is a sub-paragraph one, there must be a sub-paragraph two.
Where necessary, the distribution list should indicate which addressees are “action” and which are given copies for “Information” only. On a mixed external/internal distribution list, addressees are to be categorised as “External” or “Internal”.

b. Use of “ATTN” attention to indicate the intended recipient, who should normally be indicated by appointment rather than by name unless it is certain that the individual will be available to receive the correspondence.

4. SECURITY MARKING. Appropriate security markings must be on the top and bottom front and back of the page. Material classified CONFIDENTIAL and higher will contain appropriate paragraph classification markings, i.e. (MC), (MS), etc. Material classified CONFIDENTIAL and above will include appropriate downgrading/ declassification instructions.

ANNEXES:
1. A. Xxxxx xx xxxx xxx

B. Xxxxx xx xxxx xxx

ENCLOSURES:
1. 1. Xxxxx xx xxxx xxx
   2. Xxxxx xx xxxx
MEMORANDUM FORMAT

CLASSIFICATION

HEADQUARTERS
MULTINATIONAL PEACE FORCE
SOUTH-EASTERN EUROPE BRIGADE
PLOVDIV - BULGARIA

3050/SEE BRIG-COS-003/99

MEMORANDUM FOR STAFF

FROM: Office of the Chief of Staff

TO: Distribution Plan A

SUBJECT: Preparation of Memorandums

REFERENCE: A

1. Memorandums will be used as an internal means for correspondence within HQ SEE BRIG. Letterhead paper should not be used for memorandums, only white bond paper should be used.

2. Paragraphs are to be numbered in Arabic numerals followed by a full stop, beginning with the number ‘1’. 1 tab with 1 cm will follow a paragraph number before the first word of text.

   a. Sub-paragraphs are aligned directly below the first letter of the first word of the main paragraph. On the 2nd and succeeding lines, begin typing from the beginning of the left border. If you have a sub-paragraph "a", you must have a sub-paragraph "b".

CLASSIFICATION

2-B-1
MPFSEE UNCLASSIFIED
b. Sub-paragraphs are aligned directly below the first letter of the first word of the main paragraph. On the 2\textsuperscript{nd} and succeeding lines, begin typing under the letter of the subparagraph. If you have a subparagraph "a", you must have a subparagraph "b".

c. Only one side of the page will be used. For subsequent pages, white bond paper is used. Second subparagraphs are typed as follows:

(1) Xxxxxxxxxxxx.

(2) Xxxxxxxxxxxx.

3. The signature block will be typed on the fourth line space below the last line of the text or the authority line, beginning at the center of the page.

4. Annexes (Enclosures) and are identified at the left margin on the second line below the last line of the signature block.

5. Appropriate security classification markings must be on the top and bottom front and back of the page. For paragraphs that are CONFIDENTIAL and above, each paragraph will be marked with the appropriate classification.
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<td>(INCLUDED COVER SHEET) TEL. NO</td>
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</tbody>
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**PREPARED BY**

(SIGNATURE)
(NAME)
(RANK)
(POSITION)
(TEL. NO.)

**RELEASED BY**

(SIGNATURE)
(NAME)
(RANK)
(POSITION)
(TEL. NO.)
APPLICATION FORM FOR LEAVE
(SUBMIT IN ONE COPY)

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<th>2. Grade</th>
<th>3. Service number / Passport number</th>
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<th>5. Section</th>
<th>6. No. of days requested</th>
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<td>working calendar</td>
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<th>8. To</th>
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8. TYPE OF LEAVE: Ordinary Leave [ ]   Leave for Excuse [ ]
National Holidays [ ]   Emergency Leave [ ]

9. LEAVE ADDRESS AND TELEPHONE:


10. MODE OF TRANSPORTATION USED:


11. TRAVEL ITINERARY:


I have sufficient leave to cover the above period of ordinary leave requested and I have not been appointed to any special duties or assignment requiring my presence at any time during the period requested. I have sufficient funds available to return to the proper station by commercial means if necessary.

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<tr>
<th>(Date)</th>
<th>(Signature of applicant)</th>
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12. REASON FOR DEVIATION FROM LEAVE PLAN (If any):


13. * COORDINATION
1. Senior National Representative: __________________________
2. Section Chief: __________________________
3. DCOS (OPS/SUP): __________________________

14.* APPROVAL


NOTES:
Senior National Representative will verify that the leave is taken IAW National Regulations.
* Use only authorities, related to the person’s status at HQ SEE BRIG (SOP 103, paragraph 4)
# MILITARY RANKS - CHART I

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<th>NATION 3</th>
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<td>Sergeant</td>
<td>Sergeant maggiore</td>
<td>Sergeant major</td>
<td>Staff sergeant WO 1st</td>
<td>Warrant Officer</td>
<td>1st Sergeant</td>
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<tr>
<td></td>
<td>Staff sergeant</td>
<td>Sergeant first class</td>
<td>Sergeant</td>
<td>Sergeant major WO 2nd</td>
<td>Sergeant</td>
<td>Warrant Officer Command Serg. Major</td>
<td></td>
</tr>
<tr>
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CHAPTER THREE

HOW THE HQ WORKS

a. General

The structure of HQ SEEBRIG displays some slight differences compared to the national military procedures of each member nation of SEEBRIG. Even though the relations among the offices are almost the same with the ones in national formations, it was agreed, at the outset, by nations mostly to adopt the NATO procedures to interact among the offices. In order to create a coherent procedure in dealing with different issues, a variety of directives, SOPs, books etc. were published to enhance the interface among the staff.

HQ SEEBRIG receives and dispatches correspondence to/from PMSC, Nations, NATO, International Organizations, Local Authorities etc. Among them, PMSC is the focal point for the correspondence regarding decision-making issues. All matters related to nations’ decision-making such as a change in the MPFSEE Agreement, financial implications, yearly main activities of SEEBRIG HQ, participation in any activity out of yearly approved plan are submitted to PMSC, which in turn discussed and agreed at proper MPFSEE meetings.

The tasks and duties of the SEEBRIG staff are clearly set out in job descriptions. A subject that falls within the responsibility of any section is to be processed through coordination with related sections before approval. Commander of SEEBRIG or acting COMSEEBRIG has the sole authority to approve for outgoing correspondence. The correspondence, which has financial or legal implications, must be coordinated with Senior National Representatives before approval.

All staff should always keep in mind that if there is more coordination between staff it will result in fewer faults in the correspondence. Doing so will help all staff to contribute with their military experience to the improvement of SEEBRIG.

Military courtesy is of utmost importance in the daily routine. Seniority in the positions held by the staff exceeds other assumptions when administering the duties entrusted on them.
b. **Process of Incoming and Outgoing Correspondence**  
   (1) Process of Incoming Correspondence  
   (a) HQ SEEBRIG receives the incoming documents through fax, E-mail or postal system. Document Registry Section (DRS) registers all the documents received as hard copy and E-mails even if they are sent directly to a personnel E-mail address but related to SEEBRIG activities. E-mails fewer than 10 pages are printed, otherwise only the first page will be processed as hard copy and the rest of the pages will be sent as soft copy through Outlook to the related offices after COS/COMSEEGR approval.  
   (b) DRS forwards the documents to SECCOS, which in turn submits them to COS. After COS makes his comments or receives the Commander's guidance for the most important document, he sends the document through SECCOS to DRS for distribution. In addition to action offices, all documents should also be distributed to DCOSs for information.  
   (c) In some cases, COS or DCOSs may convene a meeting with the related section chiefs to specify the tasks of the staff on the very important documents. The chart, which shows the flow of the incoming documents, is as follows:
(2) Process of Outgoing Correspondence

(a) The rules, which the staff will abide by when preparing a correspondence, are delineated in Dir. 1-1.

(b) The correspondence prepared by a section either for staff or for outside addresses must be coordinated with other related sections. If it needs to be coordinated by all sections, summary sheet described in Dir. 1-1 will be used.

(c) COS is generally the approving authority for a memorandum governing internal administrative issues for staff, but in some cases is COMSEEBRIG for some important correspondence.

(d) In order to make command group be familiar with all ongoing activities in HQ, section chiefs should coordinate a correspondence with DCOS (Ops) and DCOS (Sup) before forwarding it to SECCOS to get COS' approval/endorsement.

(e) After COS' approval/endorsement, SECCOS returns the correspondence to section chief either for distribution or for the Commander's approval.

DRS, after registry, keeps the file copy and circulates the original copy according to distribution list. The correspondence more than 10 pages should be sent to outside addressees by E-mail or postal system. The following chart shows the process of outgoing correspondence.
c. Process of Correspondence related to inquiries
(1) When an accident or incident causes damage to common budget property or HN property used by HQ SEEBRIG, COS appoints a Board of Inquiry to investigate the circumstances and to find out responsibilities.
(2) Report of Survey prepared by Board of Inquiry is presented first to (to firstly) COS, and later to the Commander for his guidance.
(3) Under Commander guidance, COS issues a memorandum for staff to initiate the procedures stated in financial SOPs such as repair, write-off, replacement of the property by purchasing etc. through common budget or recompense it from the personnel at fault.

d. Visits to HQ SEEBRIG
(1) SEEBRIG Command sometimes receives a written request for a visit to HQ by a foreign country delegation from Host Nation.
(2) POLAD prepares a letter for PMSC requesting agreement for the delegation out of MPFSEE nations. PMSC is only informed for the delegations from MPFSEE nations.
(3) After the agreement letter is received from PMSC, HN is notified of the acceptance of the visit. In the meanwhile, CG-1 prepares a memo for the staff responsibilities during the visit.
(4) Generally, CG-3 is in charge of preparing the briefing for the delegation, CG-1 carries out protocol services and CG-5 covers the visit for SEEBRIG history.

e. Issues related to Office of Primary Responsibility (OPR)
(1) According to the agreement on the MPFSEE, OPR HQ SEEBRIG is designated to deal with the matters related to Host Nation Support. Board of OPR is appointed by COMSEEBRIG and includes 5 members.
(2) OPR is responsible for taking all necessary measures to create the best working environment at HQ and best living conditions at the housing area and ultimately, to promote SEEBRIG to the highest possible operational readiness level.
(3) Main areas of responsibility for OPR are as follows:
   a. Main Activities of HQ SEEBRIG,
   b. Financial Issues,
   c. Legal Status of HQ and HQ personnel,
   d. Social Activities and Welfare,
   e. Security,
   f. Accommodation.

(4) When an office or board of SNR raised a matter regarding HNS, OPR may take action by itself or request some offices to be tasked to perform some duties on behalf of OPR.

f. **Procurement Activities**
   (1) In order to sustain HQ SEEBRIG activities, common budget is used. Nations contribute to this budget according to the slots held in nucleus staff by each of them. The procedures for funding and accountability for the budget are set out in detail in MPFSEE agreement and financial SOPs.
   (2) The common budget funds cover the approved expenditure for the following needs:
       (a) Operations and maintenance (O&M) costs.
       (b) Mission related costs.
       (c) Transportation costs.
       (d) Costs related to Command, control, communications and information systems requirements.
       (e) The costs incurred from claims.
       (f) Investment Costs. These costs are related to acquisitions of capital equipment and include:
           (1) Field equipment,
           (2) Communications equipment,
           (3) Data processing equipment,
           (4) Vehicle acquisition (if necessary),
           (5) Office equipment,
           (6) All expenditures as defined as such by the PMSC.
       (g) Exercise costs.

(3) Terms of Reference and the establishment of the agents responsible for determination, procurement, storage and distribution of services and goods are also included in financial SOPs.
(4) The main agents directly in charge of procurement process in HQ SEEBRIG are Procurement Cell, Contracts Award Committee and Receiving Authority.

(5) The SEEBRIG Procurement Cell is established in PE as a separate body regarding direct purchasing, contracting and leasing activities.

(6) The Chief of Pro Cell is the Purchasing and Contracting (P&C) Officer. COMSEEBRIG appoints Purchasing and Contracting (P&C) Officer and NCO among the pre-specified nucleus staff at 3-4 month intervals. P&C Officer and NCO also belong to the board of OPR.

(7) Procurement Cell is the only executive body of SEEBRIG HQ during Personnel Establishment (PE) dealing with all purchasing, contracting and leasing activities related to HQ SEEBRIG, HQ Company and Signal Company needs for goods and services in compliance with the Agreement.

g. DOs and DONTs for Staff Personnel

(1) Staff Officers do not say no” “to unit commanders. Only CDR can do that,

(2) Do not send staff work to anyone unless you are willing to put your name on it,

(3) A completed staff action includes the letter to be signed, or the message to be signed, or the policy to be approved,

(4) Follow up on staff action to ensure it has been received and understood by the addressees,

(5) Establish points of contact with the units and the higher HQ, and speak to them regularly about your functional area,

(6) Think flexibly. The best solution is not necessarily the one that has been done always in the same way in the past,

(7) Constructive criticism is good; complaining is not helpful. Put your energy into correcting problems instead of fault finding,

(8) Use your initiative. If you are the expert in your functional area, you should be able to anticipate problems and issues that need to be solved,
(9) Understand your task before you start. Don’t waste time guessing at it,
(10) Meet deadlines. If you cannot meet the deadline, tell the one who tasked you. A satisfactory plan on time is better than a perfect plan that is late,
(11) Pass information amongst the staff quickly and accurately,
(12) Never be afraid to say that you don’t know,
(13) Never go to a meeting without a pencil and paper,
(14) When in doubt co-ordinate, rather than omitting someone who is affected,
(15) Don’t keep bad news away from your boss,
(16) Make use of the English dictionary and this SOH,
(17) Keep your sense of humour and enthusiasm.
CHAPTER FOUR

BRIEFINGS and MEETINGS

During the Peace time activities, Exercises and PSO, all briefings and meetings listed below will be held at HQ SEEBRIG or MCP.

1. During the Peace time
   a. COS Weekly Coordination Meeting
      Agenda: Work done in that week
      Main tasks for the next week
      (1) General Remarks by COS
      (2) CG-1 to CG-8, POLAD, LEGAD, DCOSs
      (3) COS guidance
   b. COMSEEBRIG Weekly Briefing Agenda:
      (1) General Remarks by COS and work done in that week and main tasks for the next week.
      (2) CG-1 to CG-8
      (3) POLAD -- LEGAD
      (4) COMSEEBRIG closing remarks.

2. During the Exercises and PSO.
   a. Shift Change Briefing in TOC.
   b. COS Update Briefing
   c. ASSESSREP Pre- Briefing & Decision Briefing
   d. Formal Briefing Format in TOC.

3. During Operational Planning Process (OPP)
   b. Decision Briefing Format.
   c. Operation Plan / Order Briefing Format.
A SHIFT CHANGE BRIEFING IN TOC

Staff Personnel listed below should be present during the briefing.

1. DCOS (OPS).
2. DCOS (SUP).
3. CG-2 Desk Officers.
4. CG-3 Desk Officers.
5. CG-4 Desk Officers.
6. CG-5 Desk Officers.
7. CG-6 Desk Officers.
8. CG-7 Desk Officers.
9. CG-1 Desk Officers.
10. Duty Senior Officer in TOC
11. CG-2 Rep. in TOC.
12. CG-3 Rep. in TOC.
13. LEGAD.
14. POLAD.
15. Any Other Necessary Personnel.

Remarks

a. A Shift Change occurs in two Phases. Phase 1 is to be completed prior to 08.00 hours and 19.00 hours local. Phase 2 occurs at 08.00 and 19.00 hours respectively.

b. Phase 1. Preparation, namely from Staff Officer to Staff Officer in Sections Area and TOC.

Phase 2. The actual Shift Change Briefing occurs in TOC.
FORMAL BRIEFING FORMAT IN TOC

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<td>3. Intelligence.</td>
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<td>a. Impact of weather on operations.</td>
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<td>b. Priority Information Requirements (PIR).</td>
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<td>c. Current information on belligerents.</td>
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<td>d. Combat effectiveness.</td>
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<td>e. Estimate on upcoming 72 hours.</td>
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<td>f. Intention/impact on friendly ops.</td>
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<td>g. Weather. (Current/Future (72 hours)</td>
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<td>4. Land Operations.</td>
<td>CG 3</td>
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<tr>
<td>a. Current information on friendly forces.</td>
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<td>b. Assessment on upcoming 48 hours.</td>
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<tr>
<td>c. Mission.</td>
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<td>d. Task organization</td>
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<td>e. Command relationship</td>
<td>CG 3</td>
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<td>f. Neighbouring units / countries.</td>
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<td>g. Overall assessment of combat effectiveness.</td>
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<td>5. Logistics.</td>
<td>CG 4</td>
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<td>a. Logistics status.</td>
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<td>b. Critical issues.</td>
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<td>6. CIMIC Situation.</td>
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<td>7. Public Information</td>
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<td>9. Engineer Situation</td>
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<td>10. BUDFIN</td>
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<td>11. Personnel and Admin Issues</td>
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<td>12. Legal Issues</td>
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<td>13. Closing Remarks</td>
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| G 2        | G 2 Plans| - Area of Operations / Area of Interest  
|            |          | - Information on the Terrain and Weather.  
|            |          | - Threat analysis.  
|            |          | - Military Information on Belligerents and Neutral Forces (Objectives, Capabilities, COGs, Exploitable Weaknesses..) |
| G 3        | G 3 Plans| - Assumptions  
|            |          | - Higher Commander’s Mission-Intent-End State.  
|            |          | - Restraints – Constraints.  
|            |          | - Own Forces & Desired End State  
|            |          | - Own Criteria of Success.  
|            |          | - Task (assigned, implied, essential, specified).  
|            |          | - Conclusions (Shortfalls and recommendations). |
| G 4        | G 4 Plans| - Shortfalls, Limitations and recommendations  
|            |          | - Logistic concept of operation (by class of supply or material services).  
|            |          | - NSE re-supply concept.  
|            |          | - Distribution network availability (rail, road, air).  
|            |          | - Transportation assets. Traffic and road situation. |
| G 1        | G 1 Plans| - Personnel Situation - Limitations |
| G 5        | G 5 Plans| - Initial Civil-Military operations estimate (political, economical and sociological analysis).  
|            |          | - Shortfalls, Limitations and recommendations. |
| G 6        | G 6 Plans| - CIS Shortfalls, Limitations and recommendations |
| G 7        | G 7 Plans| - Engineer Support and Capacities |
| G 8        | G 8 Plans| - Restrictions – Limitations – Contracts |
| LEGAD      | LEGAD    | - Legitimacy - Restrictions |
| COS        | DCOS (Ops)| - Proposed restated mission.  
|            |          | - Proposed Commanders Critical Info Request.  
|            |          | - Proposed for C 2 Arrangements  
|            |          | - Request for commander's planning guidance (belligerents’ courses of action to review, approval of restated mission, commander's intent, concept of the operation (use sketch), priorities for support). |
## COS UPDATE BRIEFING FORMAT

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<tr>
<td>14. Legal Issues</td>
<td>LEGAD</td>
</tr>
</tbody>
</table>
MINUTES OF A MEETING

SAMPLE FORMAT

Date

References:

Description of the Meeting (Syndicates, Dates, Main Issues).

AGENDA ITEMS

ITEM-1. DESCRIPTION
Main Events
Comments
Remarks

ITEM-2. DESCRIPTION

..............................................

CONCLUSION REMARKS:

ANNEXES:

A. List of Participants

..............................................

NAMES OF REPRESENTATIVES SIGNATURES
RANK, COUNTRY
AFTER ACTION REPORT

SEEBRIG personnel participating in activity outside the HQ (visit, course, seminar, conference, exercise, etc.) will submit to COS the After Action Report with the following format

SAMPLE FORMAT

Date
Originator

References:

ITEM-1. GENERAL INFORMATION

ITEM-2. PURPOSE

ITEM-3. PARTICIPATION

ITEM-4 MAIN ACTIVITIES DURING THE EXERCISE - COURSE

ITEM-5. ISSUES RELATED WITH SEEBRIG

ITEM-6. LESSONS LEARNED

ITEM-7. RECOMMENDATIONS

ITEM-8. CONCLUSION

Signature
CHAPTER FIVE

TACTICAL OPERATIONS CENTER (TOC)

General

1. SEEBRIG MCP consists of Command Group, COS Group, TOC, Planning Group and Staff Sections

2. The TOC is the main body of SEEBRIG Main Command Post in which all the operational functions and activities are conducting during operations. In the TOC the Command Group of the Brigade can be informed regarding the current Peace Support Operations and to follow the decision making process in a 24 hours basis.

3. The TOC is composed of two different sections, namely Current Operations and Planning Group (PG).

Manning

1. The Chief of Staff (COS) is the TOC Director. For his duties he maybe assisted by the DCOSs.

2. The appropriate personnel (at least one (1) Staff Officer and one (1) NCO) representing each Section in TOC. This personnel will act as watch keepers with the respective duties of each section (as these are depicted in SOP 005) and will be ready to inform the Command Group for their functions and the last submitted reports and returns to higher echelons.

3. The Officer in Charge of TOC is one (1) of the watch keepers of the sections and is rotated among them in every 12 hours at 09.00 or otherwise defined by the TOC Director.

4. All the rest CE personnel of Sections are ON CALL for manning the TOC during Decision-Making Briefings.
Main Duties in TOC

1. Conducting Command and Control in all SEEBRIG’s units during operations.

2. Monitoring personnel situation.

3. Maintaining Information flow in all AOR to and from all higher formations and subordinates units.

4. Controlling and monitoring the operational situation from all subordinate unit’s activities as well the disposition of them.

5. Settlement the liaison with adjacent formations.

6. Coordination Logistics issues with register all logistic movements in AOR.

7. Maintaining a thorough knowledge and understanding of all CIMIC plans and actions applicable to the operations.

8. Monitoring the release of written and audiovisual information as well the media visits to the units in AOR.

9. Monitoring actions on all communications operations.

10. Overseeing engineering and construction operations.

11. Preparation and submits ASSESSREP and the reports of each section.


13. Marking all needed information on the maps and the wall charts.

14. Handling all incoming/outgoing correspondence.
Basic Wall Charts in TOC

1. Personnel Situation
2. Alert Status
5. SEEBRIG's units Task Organization.
7. SEEBRIG Task Organization.
10. Communications Nets and Diagrams. Link Codes.
11. Daily Routine and Briefings Sequences.

Maps in TOC

There should be two different maps for following and updating situation:
1. Operations/Intelligence (current).
2. Logistics
3. Other sections may have their own maps in their respective cell.

References in TOC

1. SEEBRIG Directives.
2. SEEBRIG Standing Operations Procedures.
3. SEEBRIG'S Handbooks.
4. ORBAT Lists.
5. OPORDERS from higher echelons and adjacent formations.
6. PSO Manuals.
LAYOUTS OF TOC, BRIEFING ROOM, ETC

1. TOC for Peace Time Activities
2. Briefing Room
3. Meeting Room
4. DISTAFF Section (For Ex purposes)
5. TOC Lay Out (for Ex purposes)
6. Planning Group Lay Out (for Ex purposes)
7. Staff Section Lay Out (for Ex purposes)
8. Public Information Center (for Ex purposes)
9. Visitor and Observers Bureau (for Ex purposes)

SEEBRIG COMMAND POSTS

These CPs to be used during deployment and Ops.

1. Forward Planning and Liaison Team
2. SEEBRIG Forward HQ
3. SEEBRIG Rear Command Post
4. Main Command Post
5. Tactical Command Post
6. CP Vehicles for Command Group
7. Crisis Engineer Cell for ETF
Intentionally blank
Intentionally blank
Intentionally blank
PUBLIC INFORMATION CENTER (PIC) LAYOUT

MEDIA OFFICER

PC INTERNET

CHIEF PIC

DEP CHIEF PIC INTERPRETER

1 INTERNATIONAL PHONE (FAX)

PHOTO TECH/CAMERAMAN

STORAGE CABINET

ADMIN CLERK

JOURNALISTS

TV VIDEO

WOODEN MAP BOARDS
140X160CM

5-12
MPFSEE UNCLASSIFIED
VISITORS AND OBSERVERS BUREAU (VOB) LAYOUT

Personnel
Chief VOB
Escort Off.-6

Place
Officer’s club

TV
Video

1 PC for LAN Connection
1 PC for WAN (PIMS)

armchair
service table
service table
service table
armchair
armchair

MPFSEE UNCLASSIFIED

5-13
MPFSEE UNCLASSIFIED
Intentionally blank
Intentionally blank
CHAPTER SIX

OPERATIONAL PLANS AND ORDERS FORMATS

1. OPLAN - OPORD Format
2. Fragmentary Order (FRAGO) Format
3. Overlay Order Format
4. Warning Order Format
OPERATIONS PLAN-OPORDER FORMAT

........th Copy of ......Copies
HQ SEEBRIG Location of HQ (coordinates)
DTG
OPLAN ##X NAME.

PLAN IDENTIFICATION.

REFERENCES:
A. Relevant Documents.
B. Maps: Scale ........

TIME ZONE USED THROUGHOUT THE OPLAN:
TASK ORGANIZATION: Annex A.

1. SITUATION. Briefly give the general picture so that subordinate commanders will understand the current situation.
   a. General.
   b. Risk Assessment.
   c. Forces participating in PSOs.
      (1) Higher Commanders mission, intent and concept of Ops.
      (2) If HQ SEEBRIG is acting as LCC, the Higher Commander’s Campaign Plan will be included here.
      (3) Information on the forces participating in the PSOs other than covered by this OPLAN, which affect subordinate units’ actions directly, will be provided here.
      (4) Flanks or other adjacent areas of interest.
   d. Assumptions.
   e. Restrains.
   f. Constraints.
   g. Attachments and Detachments. Units attached or detached from/to the current SEEBRIG force structure with the effective time may be listed here or in the annex.

2. MISSION. A clear, concise statement of the task(s) to be accomplished by the unit (who, where, when, what and for what).

3. EXECUTION. This paragraph is to be laid out to suit the requirements of the particular operation.
   a. Commanders Intent. The commander’s intent is the concise expression of the purpose of the operation, which describes the desired end-state. He may choose to include more detail on the LCC operation, showing how the higher commander’s decisive points will be achieved.
   b. Concept of Operations.
      Scheme of Maneuver. This paragraph should set forth the phases of the operation and describes precisely commander’s
expectations to be done. The main effort is to be designated in the appropriate part of the following battlefield framework:

(a) Security.
(b) Disposition of the units (Main Effort).
(c) CIMIC.
(d) Fire support.
(e) Engineer operations.
(f) Information Operations.
(g) Reserves.

c. Tasks.
(1) Maneuver Units.
(2) Reserves.
(3) Combat Support Units.
(4) Combat Service Support Units.

d. Co-ordinating Instructions.
(1) Timings.
(2) Activation of the OPLAN.
(3) AOR Management.
   (a) Boundaries.
   (b) Report lines.
   (c) Air space Management.
   (d) Hot Spots
   (e) Fire Support Co-ordination measures.
(4) Liaison.
(5) ROE.
(6) Info Ops Objectives and Tasks.
(7) PSYOPS.
(8) CIMIC.
(9) Media.
(10) Intelligence Collection.
(11) CCIRs
   (a) PIRs.
   (b) FFIRs.
   (c) EEFIs.
(12) Engineers.
   (a) Barrier policy.
   (b) Barrier Plan.
   (c) Engineer recce.
(13) Limitations on Recce.

4. SERVICE SUPPORT.
   a. Logistic Concept.
   b. Personnel.
c. Logistics.
d. CSS Priority for Support.
e. Medical Support.
f. Host Nation Support.
g. Financial Support.

5. **COMMAND AND SIGNAL.**
   a. Command.
      (1) Location of CPs.
      (2) Alternative HQ.
b. Signal.
c. Codewords.
d. POC.

ANNEXES:
A. TASK ORGANIZATION. *(Prepared by CG-3)*
B. COMMAND RELATIONSHIPS. *(Prepared by CG-3)*
C. OPERATIONS OVERLAY. *(Prepared by CG-3)*
D. SYNCHRONIZATION MATRIX. *(Prepared by CG-3)*
E. MILITARY INFORMATION. *(Prepared by CG-2)*
F. INFORMATION OPERATIONS (INCLUDING PSYOPS, EW AND OPSEC). *(Prepared by CG-3)*
G. FIRE SUPPORT CO-ORDINATION. *(Prepared by CG-3 in close coordination with Artillery Bt. Commander)*
H. NBC DEFENSE. *(Prepared by CG-3)*
I. CIMIC. *(Prepared by CG-5)*
J. PUBLIC INFORMATION. *(Prepared by CG-5)*
K. ROE. *(Prepared by POLAD)*
L. GEOGRAPHIC SUPPORT. *(Prepared by CG-7)*
M. CIS. *(Prepared by CG-6)*
N. LOGISTICS. *(Prepared by CG-4)*
O. MOVEMENTS. *(Prepared by CG-4)*
P. LIAISON. *(Prepared by CG-3)*
Q. PERSONNEL AND ADMINISTRATION. *(Prepared by CG-1)*
R. LEGAL ISSUES. *(Prepared by LEGAD)*
S. ENGINEER. *(Prepared by CG-7)*
T. FINANCE. *(Prepared by CG-8)*
U. DISTRIBUTION LIST. *(Prepared by CG-3)*

DISTRIBUTION: See Annex.....
FRAGMENTARY ORDER (FRAGO) FORMAT

FRAGO NO. TO THE UNITS UNDER OPERATIONAL CONTROL / TACTICAL CONTROL OF .
FROM:
TO : (It may be referred to the distribution plan at the end of the document.)
INFO : (It may be referred to the distribution plan at the end of the document.)
PRECEDENCE :
ACTION: (Urgent, Immediate etc.)
INFO : (Urgent, Immediate etc.)

REFERENCES:
A. Relevant Documents.
B. Maps: Scale .......

FRAGOR NO. (The main topic of the FRAGOR) to the Operation Order no. (The name of the OPORDER) DTG.....
TIME ZONE USED THROUGHOUT THE OPLAN:

TASK ORGANIZATION: (The changes in the current task organization is to be explained shortly, if there are.)

1. SITUATION. Briefly give the general picture so that subordinate commanders will understand the current situation.
2. MISSION. A clear, concise statement of the task(s) to be accomplished by the unit (who, where, when, what and for what).
3. EXECUTION. This paragraph is to be laid out to suit the requirements of the particular operation.

   Commanders Intent. (If there isn’t any change, write “No Change”)
The commander’s intent is the concise expression of the purpose of the operation, which describes the desired end-state. He may choose to include more detail on the LCC operation, showing how the higher commander’s decisive points will be achieved.

   a. Concept of Operations. (If there isn’t any change, write “No Change”)

---

1 FRAGO is only used for changes to Concept of Operations stated in the original operations orders issued by SEEBRIG.
Scheme of Manoeuvrer.
   (a) Security.
   (b) Disposition of the units.
   (c) CIMIC.
   (d) Fire support.
   (e) Engineer operations.
   (f) Information Operations.
   (g) Reserves.

b. Tasks. (The order in tasking of the units is IAW the original OPORDER, if there isn’t any change in the tasks given to the units, these units are not mentioned.)
   (1) Maneuver Units.
   (2) Reserves.
   (3) Combat Support Units.
   (4) Combat Service Support Units.

c. Co-ordinating Instructions. (If there isn’t any change, write “No Change”)

4. SERVICE SUPPORT. (If there isn’t any change, write “No Change”)

5. COMMAND AND SIGNAL. (If there isn’t any change, write “No Change”)
   e. Command.
       (3) Location of CPs.
       (4) Alternative Commander.
   f. Signal.
   g. Codeword.
   h. POC.

Acknowledgement. Action addressees are to acknowledge receipt of this FRAGO to Operations Watch at SEEBRIG TOC.

Drafting Officer
Releasing Officer

COORDINATION :

Chief of Staff’s Signature

ANNEXES:

DISTRIBUTION:
OVERLAY ORDER

1. SITUATION: General description of the situation.
2. MISSION:
3. EXECUTION
   a. Intention
   b. Tasks
   c. Timings
   d. Coordination Instructions
4. SERVICE SUPPORT
5. COMMAND and CONTROL
ACKNOWLEDGE

SIGNATURE

MPFSEE UNCLASSIFIED
WARNING ORDER FORMAT

WARNING ORDER HEADING.

- Classification;
- Change(s) from oral order(s);
- Copies;
- Issuing Headquarters;
- Place of issue;
- Date-time group of signature.

WARNING ORDER.

Reference:

1. **Situation.**
   a. Belligerent forces.
   b. Friendly forces.
      (1) Mission.
      (2) Commander's intent.
   c. Attachments and Detachments.

2. **Mission**

3. **Execution**
   a. Intent.
   b. Concept of Operation.
   c. Tasks to :
      (1) Maneuver Units.
      (2) Reconnaissance.
      (3) Counter-reconnaissance.
   d. Tasks to Combat Support Units.
   e. Coordinating Instructions.
      (1) Earliest movement time and degree of notice.
      (2) Battle staff meeting.

4. **Service Support.**
   a. Special equipment.
   b. Transportation.

5. **Command and Control**

ACKNOWLEDGE:
Name (Commander's last name).
Rank (Commander's rank).
1. ORGANIZATION AND DUTIES OF CG-6 SECTION

a. Organization:

In accordance with Agreement on the MPFSEE, CG-6 Section is under the control of SEEBRIG DCOS (sup) and consists of:

- Chief CG-6 (NS)
- Plans Officer (CE)
- Operations Officer (CE)
- Freq Mgmt Officer (NS)
- Clerk Driver (NS)
- Circuit Manager (CE)
- Technical Specialist (CE)
- Clerk Driver (CE)
- ADP Specialist (CE)

NS – Nucleus Staff  CE – Contingency Establishment

Fig. 1 – Organization of CG-6 Section
b. Duties:

(1) **Chief of CG-6** – Responsible for all Communications and Information Systems (CIS) management. He will develop CIS plans and connectivity during the peace support operations, exercises or other mission participation.

(2) **Plans Officer** – Plans all activities concerning good functioning of CIS.

(3) **Signal Ops Officer** – Responsible for the overall planning, development and execution of signal training and operations. Oversees and coordinates all signal operational requirements.

(4) **Freq Mgmt Officer** – Responsible for frequency planning and management. Coordinate radio frequencies with HICON and Local Authorities.

(5) **Circuit Manager** – Responsible for circuits’ planning and management during exercises and PSO.

(6) **Tech Specialist** – CG-6 Section technical specialist assistant. Cooperates with CG-6 Staff Officers in overview and coordination of all technical support for CIS.

(7) **ADP Specialist** – Responsible for planning SEEBRIG WAN/LAN for exchange of data and for all CIS routing process.

(8) **Clerk/Driver** – Message handling in SEEBRIG HQ area and execution orders of Chief CG-6. Manage to drive the car properly IAW traffic rules and instructions given by the CG-4 Section.
2. CIS STANDING OPERATING PROCEDURES

CIS Standing Operating Procedures (SOPs) are a part of SEEBRIG SOPs and covers all CIS support for SEEBRIG Command and Control (C2) as follows:

a. **SOP 008 – Communications and Information Systems**

It describes in general SEEBRIG CIS including also technical support to communications equipment and frequency demand format.

b. **SOP 601 – Communications Support of Multinational PSO**

This SOP has been written in order to provide necessary information about communications support of Multinational Peace Support Operations.

c. **SOP 602 – Frequency Management**

As a part of communications, frequency management is the systematic planning, engineering, co-ordination and allocation of segments of the radio frequency spectrum. This SOP describes all requirements for specific frequency management which should be identified early in the mission planning process by the SEEBRIG CG-6 section.

Generally, frequencies will be assigned in automated Signal Operating Instructions (SOI) that are prepared by the Theatre Signal Command, in co-ordination with CG-6 of SEEBRIG HQ. These frequencies are based upon requirements identified by the SEEBRIG subordinate units and staff sections in the pre-deployment phase. Special frequency requests should be submitted in accordance with the format below:
FROM:
TO:
SUBJECT: 14 POINTS FREQUENCY MESSAGE FORMAT

<table>
<thead>
<tr>
<th>Pt</th>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ASSIGNED FREQUENCY</td>
<td>Nominate specific frequencies or request a specific number of frequencies within a band.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Exp: 1. 6 HF FREQUENCIES</strong></td>
</tr>
<tr>
<td>2</td>
<td>DATE FREQUENCY IN USE</td>
<td>Enter beginning and ending date that frequency will be use (dd-mm-yy).</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Exp: 2. 01-01-02 to 31-12-02</strong></td>
</tr>
<tr>
<td>3</td>
<td>SERVICE RANGE AND HEIGHT</td>
<td>For A/G/A and A/A requirements only, enter:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- desired geographical clearance in kilometres in 3 digits including leading zeros;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the service height to be protected in thousands of centimetres in 3 digits.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Exp: 3. 050/030</strong></td>
</tr>
<tr>
<td>4</td>
<td>NAME TRANSMITTING LOCATION</td>
<td>Enter:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the transmitter location(s) or area;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the country code;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the specific geographical coordinate</td>
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<tr>
<td></td>
<td></td>
<td><strong>Exp:4.SOFIA/BG/0052000E 510000N</strong></td>
</tr>
<tr>
<td>5</td>
<td>NAME RECEIVER LOCATION</td>
<td>Enter:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the receiver location(s) or area;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the country code;</td>
</tr>
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<td></td>
<td></td>
<td>- the specific geographical coordinate</td>
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<td></td>
<td></td>
<td><strong>Exp:5.SOFIA/BG/0052000E 510000N</strong></td>
</tr>
<tr>
<td>6</td>
<td>CLASS OF STATION /SERVICE /FUNCTION CODE</td>
<td>Enter the appropriate abbreviations for:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the class of station;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the service;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the function code.</td>
</tr>
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<td></td>
<td></td>
<td><strong>Exp: 6. FB / 4 / 813</strong></td>
</tr>
<tr>
<td>7</td>
<td>BANDWIDTH, CLASS OF EMISSION</td>
<td>Enter the necessary bandwidth and class of emission.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Exp: 7. 1K24F1B</strong></td>
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<tr>
<td></td>
<td><strong>POWER TYPE AND VALUE</strong></td>
<td>Enter:</td>
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<td>-------------------------</td>
<td>-------</td>
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<tr>
<td></td>
<td></td>
<td>- the letter for the type of power;</td>
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<tr>
<td></td>
<td></td>
<td>- the power expressed in dBW</td>
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<tr>
<td>Exp:</td>
<td>8. M / 30</td>
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</tbody>
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<tr>
<th></th>
<th><strong>TRANSMITTER ANTENNA</strong></th>
<th>Enter:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- antenna gain in dB;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- direction of maximum radiation;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>For R/R and VHF land/mobile enter the following additional information:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- polarisation;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- height above ground;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- elevation above main sea level;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- hor halfpower beamwidth.</td>
</tr>
<tr>
<td>Exp:</td>
<td>9. 03/090/V/020C/0100/60.0/60.0</td>
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</tbody>
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<tr>
<th></th>
<th><strong>SCHEDULE OF OPERATION</strong></th>
<th>Enter:</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- the duration of operation by the appropriate latter;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the “from” and “to” in 2 digits</td>
</tr>
<tr>
<td>Exp:</td>
<td>10. C / 00 / 24</td>
<td></td>
</tr>
</tbody>
</table>

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<tr>
<th></th>
<th><strong>TUNING</strong></th>
<th>Enter:</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- the tuning range of the system;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the tuning increments;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- describe any tuning limitations</td>
</tr>
<tr>
<td>Exp:</td>
<td>11. 2M-30M / P</td>
<td></td>
</tr>
</tbody>
</table>

|   | **TYPE OF CIRCUIT OPERATION** | Enter the type of operation |
| Exp: | 12. S |

|   | **DATE FREQUENCY REQUIRED** | Enter the date by which notification of either assignment or inability to obtain an assignment of the requested frequencies is required. |
| Exp: | 13. 01/12/02 |

<p>|   | <strong>AIR REQUIREMENT</strong> | For A/G/A and A/A requirements in the band 225 – 400 MHz the following additional information is necessary: |
|   | Type special assignment | Enter the appropriate indicator if an A/A an A/G/Mob or a Pooled assignment is required. |
|   | Channel forcing indicator | Enter B or C if accommodation must be on a 100 or 50 kHz channel but equipment is capable of tuning to |</p>
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>smaller increments.</strong></td>
<td><strong>Exp: 14A. - / C</strong></td>
</tr>
<tr>
<td><strong>14B.</strong></td>
<td><strong>JUSTIFICATION OR REMARKS</strong></td>
</tr>
</tbody>
</table>
|   | Provide any necessary information which could not be fitted in points 1 to 14A.  
  **Exp: 14B. ?** |
| **14C.** | **POINT OF CONTACTS** |
|   | Enter:  
  - the name of the POC;  
  - the telephone and Fax numbers  
  - the address (E-mail)  
  **Exp: Chief CG-6, LtC Vanyo BAEV  
  /T+35932607706    F+35932634312  
  /baevv@seebrig.pims.org** |
Intentionally blank
Intentionally blank
Intentionally blank
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3. CIS PLANNING PROCESS

a. Definition

“A process to support the Commander provided by CIS Staff to develop, delivers and maintains CIS plans. The process will also identify constraints and limitations, which determine the CIS technical, procedural and programming enhancements required to meet shortfalls.”

The CIS plan shall meet the requirements for political consultation, command and control in support of the SEEBRIG Operational Plan (OPLAN).

b. Introduction

The CIS Planning process is a complex set of inter-related activities that influence, and are influenced by, external factors. External influences may act as constraints or restraints on the operation as a whole or relate specifically to the provision of CIS. Internal activities are the core CIS Planning processes. It is these activities that the CIS planner carries out in support of any PSO. A CIS centric view of planning process is shown at Figure 2.

The Planning process is generic to any operation and the operational plan covers all functional Planning areas. As CIS is related to all other functional areas, CIS Planning must start from the very beginning and be an integral part of the Planning process.

The framework of the CIS Plan, which is an Annex to SEEBRIG OPLAN, is given below in Annex A.

ANNEX:

A. CIS Plan
Fig. 2 - CIS Planning process
COMMUNICATIONS AND INFORMATION SYSTEMS (CIS)

1. **Situation and Assumptions.** Summarize, in broad terms, the communications infrastructure that can be anticipated. List the realistic assumptions which communications planning staff can use in their preparation of detailed planning at lower formation.

2. **Mission.** State the CIS mission as it relates to the operational objectives in clear unambiguous terms. It is not necessary to elaborate the CIS plan. A statement such as, “To provide robust, secure and wherever possible, redundant, resilient communications and information systems to support PSO in XXXX during the conduct of XXXXX”, will suffice.

3. **Concept.** Define the CIS concept to meet the operational requirements. Reflect the time-lines and phases of implementation and take account of command levels and formations involved. A high level Operational Plan should not attempt to define in any great detail how the concept will be met below SEEBRIG level.
a. Recognize that many subunits contributing to the SEEBRIG structure will have their own organic communications.

b. Define the requirements for theater and force level communications and include ground, air and maritime elements, if there are.

c. Where it is possible, and realistic, to consider non-NATO organizations and forces, such as the UN and PfP or others. Only the broadest view should be taken to ensure their involvement and integration into the plan is not overlooked.

d. Identify and list the strategic and tactical systems necessary to support the operation and relate them to specific operational requirements.

e. List the theatre level nets to be provided and specify the means, High Frequency (HF), Ultra High Frequency/Super High Frequency, Satellite Communication (UHF/SHF, SATCOM), etc.

f. List the intelligence, logistics and other functional area requirements to be covered in the functional areas' Annexes.

4. **Execution.** Detail how the CIS architecture is to be achieved. What is to be done under which phase of the OPLAN's execution. Almost certainly every plan will include a preparatory and pre-deployment phase, a deployment phase, an indefinite period of execution of both political and military objectives and finally, redeployment phase.
5. **Tasking.** Here, the SEEBRIG HQ and its subordinate units will receive their task assignments related with CIS

6. **Co-ordinating Instructions.** List those essential elements of CIS which require being properly co-ordinated such as C2 responsibilities, frequency management, Communications Security (COMSEC), message handling, Subject Indicator Codes (SICs), Address Indicator Groups (AIGs), Internal Communications and Information Systems, Level of interoperability and reporting. Expand on the detail of these elements in Appendices to the CIS Annex.

7. **Logistics.** Draw attention to the maintenance and support arrangements for CIS which should be detailed in an Appendix to the Annex.

**APPENDICES**

List the Appendices such as:

- d. *Multi-Channel Satellite Network.*
- e. *Multi-Channel Transmission Network.*
- f. *Frequency Management.*
- g. *Communication Security.*
- h. *Wide Area Data Services.*
- i. *Equipment and Personnel.*
- j. *Logistic Support Arrangements.*
CHAPTER EIGHT
RULES OF ENGAGEMENT (ROE)

REFERENCES:
A. The UN Charter.
B. MPFSEE Agreement.
D. NATO Doctrine for Peace Support Operations.

General
Rules of Engagement (ROE) are the primary means by which the Commander of SEEBRIG (COMSEE BRIG) conveys legal, political, diplomatic and military guidance to its forces. ROE delineate the circumstances and limitations under which SEEBRIG units initiate and/or continue engagement with the belligerent and other forces or armed groups within its Area of Responsibility. ROE regulate the use of force in the context of international and domestic laws respecting the basic principle of military necessity and proportionality. From them the COMSEE BRIG could develop the ROE for the specific PSO. SEE BRIG can involve in peace support operation within the framework of UN Charter, Chapter VI.

Definition of ROE
ROE are directives to military forces issued by competent military authority – the COMSEE BRIG to delineate the circumstances and limitations under which its own ground forces will operate within the Area of Responsibility. They define the circumstances, conditions, degree, and manner in which force, or actions which might be construed as provocative, may, or may not, be applied.

Principles.
1. The conduct of military operations will be controlled by the provisions of International and National Law taken into account the basic principles of military necessity and proportionality. Also, the domestic laws of the host nation and other SEDM nations should be respected.
2. The Mission should generally be achieved without the use of military force, although circumstances may necessitate the use of force to ensure the safety of the force or to fulfil the mandate of operation. Incidents should be prevented or stopped by
negotiation, persuasion or show of force, rather than by the use of force. Force should only be used when peaceful means have failed to stop a hostile act or when necessary to accomplish mandated task.

3. The use of unnecessary force undermines the credibility and impartiality of a peace support force to the host countries, the parties in the conflict, and within the international community. It may escalate the level of violence and create a situation in which the peace support force becomes part of the local problem. The use of force must be carefully controlled and restricted in its use.

**Purposes of ROE**

1. ROE perform three functions:
   a. Provide guidance from the PMSC to deployed units on the use of force.
   b. Act as a control mechanism for the transition from peacetime to operational phase, and
   c. Provide a mechanism to facilitate planning. As the military purposes ROE provide parameters within which the COMSEEBRIG shall operate in order to accomplish his assigned mission.

2. SEEBRIG forces assigned to the operational control (OPCON) of a multinational force will follow the ROE of the multinational force (e.g. Multinational Peace Force led by NATO – Combined Joint Task Force) unless otherwise directed by the PMSC. If there is no such kind of ROE, the COMSEEBRIG will develop and implement its own ROE for that mission in compliance with the ROE and actual circumstances within the theatre.

   Whenever SEEBRIG executes its mission under NATO command, ROE are to be approved by the only authority, namely South-Eastern Defence Ministerial, which can change the ROE specifically defined for operations. Nothing in the ROE limits the rights of an individual or a unit to take appropriate action to defend him/herself and his/her unit.

**Use of Force.**

1. Force can be applied in these situations:
   a. Direct attacks.
   b. Threats to the lives of SEEBRIG Personnel.
   c. Jeopardy to the SEEBRIG security in general.
   d. Forceful entry into the Peace Force’s AOR for use as a
firebase by one party.
e. Attempts by force to disarm the SEEBRIG soldiers.
f. Threats to the protected persons and properties (e.g., refugees, displaced persons, locals, convoys with humanitarian aid, cultural and religious objects etc.).

2. Principles governing the application of force:
   a. Only use minimum force.
   b. Prevention by negotiation or persuasion should precede the use of force.
   c. Prior warnings (oral, firing of flares, warning shots in the air, firing short) should be given.
CHAPTER NINE

LEGAL ISSUES

1. Because SEEBRIG will normally operate within the national boundaries of one FWFs, the legal implications of SEEBRIG’s activities must be considered at all times.

2. In order to provide timely legal advice the SEEBRIG Legal Adviser must be readily available to the Command Group, the COS office, the CIMIC Centre, and the G3 staff. The SEEBRIG Legal Adviser must also participate in the Joint Military Commission. His priority of work is decided by COS.

3. The SEEBRIG HQ Legal Adviser must be prepared to deal with two general issues:

   a. Law of armed conflict and international law,
   b. Criminal law and claims against SEEBRIG.

4. Documents that must be readily available in the SEEBRIG HQ, to allow the Legal Adviser to work effectively, include:

   a. Peace Agreement between FWFs,
   b. UN Security Council Resolutions,
   c. Status of Forces Agreement,
   d. Geneva Conventions,
   e. Rules of engagement,
   f. UN Secretary General Bulletin “Observance by UN Forces of International Humanitarian Law” dated 6 Aug 1199
   g. Summary of domestic laws of FWFs, ie; whether they use penal and civil codes that are similar or identical to another country, and what international conventions they have signed,
   h. Dictionary of International Law of Armed Conflicts,
   i. ICRC Handbook on the Law of War.
CHAPTER TEN

DEFINITIONS

The primary source document for agreed definitions is the SEEBRIG SOPs and DIRECTIVES. Definitions from SEEBRIG and NATO approved documents are also used and are so identified.

AUTHORIZED COMMANDER.
The SEEBRIG Commander who is authorised by the Nations to have an operational control of the national units within the SEEBRIG structure.

BREACH OF SECURITY.
Breach of security (or violation) is any act or mission contrary to the provisions of this Directive, or of any local security regulation, the results of which may endanger or subject to compromise MPFSEE classified information.

CIVIL-MILITARY CO-OPERATION (CIMIC).
In peace, crisis, or war, all measures undertaken between NATO commanders and national authorities, civil and military, which concern the relationship between NATO military forces and the national governments and civil populations in an area where NATO military forces are, or plan to be, stationed, supported or employed. Such measures could also include co-operation between NATO commanders and non-governmental or international agencies, organizations, and authorities.

COALITION OF THE WILLING.
Group of states, based on individual decisions and preferences, making up a coalition for the purposes of either actually participating in and/or providing political, logistic and other types of support to particular operations.
COMBAT DAY OF SUPPLY (CDOS).
The total amount of supplies required supporting one day of combat calculated by applying the intensity factor to a standard day of supply (AAP-6).

COMBAT SERVICE SUPPORT (CSS).
The support provided to combat forces, primarily in the fields of administration and logistics.

COMMONALITY.
A state achieved when groups of individuals, organizations or nations use common doctrine, procedures or equipment.

COMMON FUNDS.
Those funds provided by the Parties to Agreement on the MPFSEE, according to the Financial Annex, included in the common budget and only used to meet common expenditure.

COMPATIBILITY.
Capability of two or more items or components of equipment or material to exist or function in the same system or environment without mutual interference.

COMPENSATORY TIME OFF (CTO).
This leave is granted in order to compensate effects of severe, hazardous and serious working period under UN mandate.

COMPROMISE CLASSIFIED INFORMATION.
MPFSEE classified information is compromised when knowledge of it has, in whole or in part, passed to unauthorized persons, i.e. individuals without appropriate MPFSEE security clearance or authority to have access, or when it has been subject to the risk of such passing.
CONFLICT PREVENTION.
Activities, normally conducted under Chapter VI of the UN Charter. They range from diplomatic initiatives to preventive deployments of forces intended to prevent disputes from escalating to armed conflicts or from spreading. Conflict prevention can also include fact-finding missions, consultations, warnings, inspections and monitoring.

CONTINGENCY ESTABLISHMENT (CE).
The table setting out the authorized re-distribution of manpower and augmentation of personnel for the Force HQ under operational conditions.

CONTINGENCY OPERATIONS PLANS (COPs).
Plans that are developed for possible operations where planning factors (e.g. scope, forces, destination, risks, area of operations etc.) have been identified or can be assumed. These plans are produced in as much detail as possible, including the forces needed and deployment options, as a basis for the actual subsequent operational planning.

CRITICAL INFORMATION REQUIREMENTS (CIRs).
These are intelligence requirements that have a direct effect on the brigade survival and mission.

CROSSING POINT.
The location at which it has been agreed that the SEEBRIG and/or civilian organizations have permission from opposing factions to cross their lines with guarantees of safe passage.

DEPENDENT.
The spouse of a member of the Nucleus Staff or a child of such member, depending on him/her for support.

DEPLOYMENT.
The relocation of forces to desired areas of operations.
DISPLACED PERSON.
People who have been displaced but remain within the territory of their country.

DUTY TRAVEL.
Any travel authorized by the COMSEEBRIG or appointed by him person out of the local/Mission area.

EMERGENCY LEAVE.
This leave can be taken in case of emergency, affecting the HQ personnel (death of close relatives, natural disasters-floods, earthquakes, etc).

EMPLOYMENT.
Use of forces in the theater of operations.

EQUIPMENT.
The term includes the vehicles, communications information system, stores, furniture, equipment etc., together with their supporting services, required to establish and operate the SEEBRIG HQ.

ESSENTIAL ELEMENTS OF INFORMATION (EEI).
These are the final formulation of all the information requirements that are to be given to the collection assets.

FACT FINDING MISSIONS.
Are those that identify and define a total of factors associated with the area of a coming mission, the prevailed conditions within, and the belligerents, on the purpose of gaining a previous knowledge and planning capability for the mission and increasing the readiness level of the SEEBRIG HQ and the units.
GENERIC PLAN.
Plans which are developed for possible operations where some of the planning factors (e.g. scope, forces, destination, risks, area of responsibility, etc.) have not yet been fully identified or cannot be assumed. These plans are produced at the level of detail required by the remit concerned and identify the capabilities needed (MC 334).

GOVERNMENTAL ORGANIZATIONS.
Some countries pursue humanitarian activities overseas through Government-created agencies. Examples of these are the British Overseas Development Administration (ODA), the Canadian International Development Agency (CIDA), the Swedish Rescue Board (SRB), Swiss Disaster Relief (SDR), and United States Office for Foreign Disaster Assistance (OFDA). Other countries offer assistance in times of emergencies through their Ministries of Foreign affairs, according to their own priorities. Most of this kind of assistance will be offered on an ad hoc basis, as few Governments have established agencies of the kind described above with standing mandates for foreign humanitarian emergency assistance.

HUMANITARIAN OPERATIONS.
Operations conducted to alleviate human suffering. Humanitarian operations may precede or accompany humanitarian activities provided by specialized civilian organizations.

HOSTILE ACT.
It is an attack or other use of force by the belligerents or a terrorist group against the SEEBRIG forces, protected people and their properties. It is, also, force used directly to preclude or impede the mission and/or duties of the SEEBRIG HQ and units. When a hostile act is in progress, the right exists to use a proportional force, including armed force, in self-defence by all means available to deter or neutralise the potential attacker or, if necessary, to destroy the threat.
HOSTILE INTENT.
Is an action(s) which appears to be preparatory to an aggressive action against personnel or equipment of peacekeeping forces and/or personnel or property placed under their responsibility.

HOST NATION (HN).
A SEEBRIG Nation that receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, or to operate in, or to transit through its territory (AAP-6).

HOST NATION SUPPORT (HNS).
Civil and military assistance rendered in Peace Support Operations (PSOs) and by a Host Nation to SEEBRIG’s forces, which are located on, or in transit through the Host Nation’s territory. The basis of such assistance is commitments arising from the SEEBRIG or from bilateral or multilateral agreements concluded between the Host Nation, SEEBRIG and the Parties having forces operating on the Host Nation’s territory.

HOST NATION SUPPORT ARRANGEMENTS (HNSA).
HNSA are those documents which detail the support, political, legal and/or financial arrangements agreed upon by Sending Nation National Authorities and which are necessary to provide HNS to SEEBRIG forces eventually under NATO/WEU-Led operations. Those documents may include, but are not limited to, Memorandum of Understanding (MOU) and their subordinate technical arrangements.

HOST NATION SUPPORT REQUEST (HNS REQ).
A letter or message identifying the need for the development of a HNSA for the support of PSO.

INTELLIGENCE REQUIREMENTS (IRS).
These are requirements that are needed to allow the intelligence staff to develop a full picture of belligerent parties activities and future intentions.
IN VOLUNTARY ABSENCE.
The time exceeding the authorized leave caused by different circumstances beyond member’s control, as this case must be proved when the person comes back to the SEEBRIG later.

JOINT IMPLEMENTATION ARRANGEMENT (JIA).
A follow-on document to the TA, which establishes the commitment among the participants concerning the provision and receipt of HNS. It includes the most detailed information on the required and offered support, the site-specific procedures to implement the support arrangements and the reimbursement details.

LEAD NATION.
One nation assumes the responsibility for procuring and providing a broad spectrum of logistic support for all or a part of the multinational force and/or Headquarters. Compensation and/or reimbursement will then be subject to an agreement among the Parties involved. The Lead Nation may also assume the responsibility to coordinate logistics of other nations within its functional and regional Area of Responsibility (AOR).

LINES OF COMMUNICATION.
All the land, water and air routes that connect an operating military force with one or more bases of operations, and along which supplies and reinforcements move (AAP-6).

LEAVE FOR EXCUSE.
This leave will be taken when a valuable reason occurs and is to be approved by the appropriate authority. This leave is granted on the occasions of some specific events such as examinations, wedding ceremony, birth, or illness of a relative, etc. in accordance with national leave regulations.

LOCAL / MISSION AREA.
Place in the vicinity of the normal duty station / HQ SEEBRIG or habitual residence where personnel live.
MANNED CROSSING POINT.
A manned Crossing Point is a crossing point that is manned by SEEBRIG.

MEMORANDUM.
Correspondence between SEEBRIG staff elements will be accomplished using a memorandum. Memorandums allow users an easy tool for correspondence between elements.

MEMORANDUM OF UNDERSTANDING (MOU).
It is a written overarching bilateral or multilateral agreed document, within the context of HNS, which implies an intent or responsibility to support SEEBRIG Forces and related organizations. It is normally signed among the Strategic Commander (SC)/COMSEEBRIG of the PSO Theater, the Sending Nation(s) and the Host Nation(s). It provides the mutually agreed military-political basis for the development of subordinate implementing documents.

MILITARY LETTER.
Letters to external military headquarters (HQ) are normally typed in the Military Letter format when sent to more than one addressee. By their very nature they are formal and would not normally be addressed to an individual by name.

MINIMUM FORCE.
The minimum authorized degree of force which is necessary, reasonable and lawful in the circumstances.

MOUNTING.
All preparations made in areas designated for the purpose, in anticipation of an operation. It includes the assembly in the mounting area, preparation, and maintenance within the mounting area, movement to loading points, and subsequent embarkation into ships, craft, or aircraft if applicable (AAP-6).

MOVEMENT.
Movement is the activity involved in the change in location of equipment, personnel or stocks as part of a military operation. Movement requires the supporting capabilities of mobility,
transportation, infrastructure, movement control and support functions.

**MOVEMENT CONTROL.**
The movement control covers the planning, routing, scheduling and control of personnel and cargo movements along the lines of communication.

**MPFSEE CONFIDENCIAL (MC).**
Information and material, whose unauthorized disclosure would be damaging the interests of the MPFSEE. They have importance less than the treated as MPFSEE SECRET and require a wider distribution. Officers authorized to grade documents at this level will be designated and not below the rank of major. A high security classification is in effect but more flexibility is allowed as to distribution.

**MPFSEE RESTRICTED (MR).**
Information and material, whose unauthorized disclosure would have undesirable consequences to the interests of the MPFSEE. Any staff officer may grade a document at this level.

**MPFSEE SECRET (MS).**
Information and material, whose unauthorized disclosure would result in grave damage to the MPFSEE SECRET documents, in general, contain information that, if made public, could prejudice the mission. The number of officers authorized to grade documents at this level is severely restricted, normally the top echelon and some additional staff officers who are specifically designated. Distribution of this category of document must be severely restricted as well. Recipients of such highly graded documentation should only pass to subordinates the information contained therein, on a “need to know” basis.

**MPFSEE TOP SECRET (MTS).**
Information and material, whose unauthorized disclosure would result in exceptionally grave damage to the MPFSEE.
MULTINATIONAL INTEGRATED LOGISTIC UNIT (MILU).
The resulting military organization(s) when two or more Parties agree to provide logistic assets to a multinational logistic force under operational control of COMSEEBRIG for the logistic support of a multinational force.

MULTINATIONAL LOGISTICS.
The overarching terms for the different modes to logistically support operations other than purely national, such as Multinational Integrated Logistic Support, Role Specialization Support and Lead Nation Logistic Support.

MUTUAL SUPPORT.
Those support which units render each other, because of assigned tasks, their position relative to each other and their inherent capabilities.

NATIONAL DUTY TRAVEL.
Any duty travel, which may have to be undertaken by a member of a mission purely in the interest of the contingent or the national government.

NATIONAL LOGISTIC SUPPORT.
A nation takes full responsibility for procuring and providing logistic support to her forces. This support can be provided on a solely national basis and/or through bilateral or multilateral agreements with other nations, NATO or other organizations as appropriate (AAP-6).

NATIONAL SUPPORT ELEMENT (NSE).
Any national organization or activity that supports national forces that are part of the SEEBRIG force. NSEs are OPCON to the national authorities; they are not normally parts of the SEEBRIG force. Their mission is nation-specific support to units and common support that is retained by the nation. NSEs are asked to co-ordinate and co-operate with the COMSEEBRIG and the Host Nation.
NON-GOVERNMENTAL ORGANIZATIONS (NGO).
Non-Governmental Organizations play a vital role in humanitarian relief efforts. NGOs tend to be specialists in one field, or to direct their attention to a particular beneficiary population.

NOTE OF ACCESSION (NOA).
It is a document indicating the SEEBRIG Nations decision to participate in the operation/exercise and receive HNS on the basis of the signed MOU concluded among SEEBRIG Nations and the HN(s).

NUCLEUS STAFF.
The key headquarters personnel permanently provided by the Parties and put under COMSEEBRIG authority for routine planning and other staff functions.

ONE DAY’S OF SUPPLY (DOS).
A unit or quantity of supplies adopted as a standard of measurement, used in estimating the average daily expenditure under stated conditions. It may also be expressed in terms of a factor, e.g., rounds of ammunition per weapon per day (AAP-6).

OPERATIONAL CONTROL (OPCON).
The authority delegated to a commander to direct forces assigned so that the commanders may accomplish specific missions or tasks which are usually limited by function, time or location; to deploy units concerned, and retained or assigned tactical control of those units. It does not include authority to assign separate employment of components of the units concerned. Neither does it, of itself, include administrative nor logistic control.

OPERATIONS AND MAINTENANCE.
All the activities to ensure the effective use of common-funded facilities -in accordance with the goal for which they were constructed or modified- and to upkeep that infrastructure during
its useful life in a condition commensurate with the criteria and standards for which it was designed and constructed.

**ORDINARY LEAVE.**
This is a leave that all personnel are authorized to have according to their national leave regulations.

**OUT OF LOCAL/ MISSION AREA.**
Any other place or country apart from local / mission area.

**PEACE-BUILDING.**
Actions which cover political, economic, social and military measures and structures aiming to strengthen and solidify political settlements in order to redress the causes of a conflict. This includes mechanisms to identify and support structures that tend to consolidate peace, advance a sense of confidence and well-being and support economic and civil reconstruction.

**PEACE ENFORCEMENT.**
Operations undertaken under Chapter VII of the UN Charter. They are coercive in nature and are conducted when the consent of all Parties to a conflict has not been achieved or might be uncertain. They are designed to maintain or re-establish peace or enforce the terms specified in the mandate.

**PEACEKEEPING.**
Operations generally undertaken under Chapter VI of the UN Charter and conducted with the consent of all the Parties to a conflict to monitor and facilitate implementation of a peace agreement.

**PEACEMAKING.**
The diplomatic activities conducted after the commencement of a conflict, aimed at establishing a cease-fire or a rapid peaceful settlement. They can include the provision of good offices, mediation, conciliation and such actions as diplomatic pressure, isolation or sanctions.
PEACE SUPPORT OPERATIONS.
Multi-national operations conducted impartially in support of a UN/OSCE mandate involving military forces and diplomatic and humanitarian agencies, designed to achieve a long-term political settlement or other conditions specified in the mandate. They include peacekeeping and peace enforcement as well as conflict prevention, peacemaking, peace building and humanitarian operations.

PERMANENT CROSSING POINT.
A Crossing Point at which there is a standing agreement with the SEEBRIG and/or civilian organizations with opposing factions to cross their lines with a continued guarantee of safety. The agreement should permit crossings at any time or at specific times and days.

PERSONALIZED MILITARY LETTER.
Letters to be sent to a named individual are normally typed in the Personalized Military Letter format.

PERSONNEL ESTABLISHMENT (PE).
The table setting out the authorized routine organizational structure and manpower requirement for the Force HQ.

PRIORITY INTELLIGENCE REQUIREMENTS (PIRs).
These are intelligence requirements that are critical to the commanders planning and decision making process. The Comd/G3 must approve PIRs.

PROPORTIONAL FORCE.
The force used must be reasonable in intensity, duration and magnitude, based on all facts known by the Commander at the time, to decisively counter the hostile act or hostile intent and to ensure the continued safety of SEEBRIG HQ and units, protected people and properties.

REALLOCATION.
The provision of logistic resources by the military forces of one nation from those deemed “made available” to the military forces
of another nation or nations as directed by the appropriate military authority.

**REDEMPTION.**
Redemption is the utilization of logistic resources after Transfer of Authority (TOA) necessary for the fulfillment of the Commander's combat missions. The logistic resources are designated in peacetime and will become assigned to the COMSEEBRIG in Peace Support Operations.

**REFUGEES.**
A refugee is a person who, owing to a well-founded fear of persecution for reasons of race, religion, nationality, membership in a particular social group or political opinion, is outside the country of his nationality and is unable or owing to such fear, is unwilling to avail himself to the protection of that country.

**RESUPPLY.**
The act of replenishing stocks in order to maintain required levels of supply (AAP-6).

**ROLE SPECIALIST NATION (RSN).**
One Nation assumes the responsibility for procuring a particular class of supply or service for all or a part of the Multinational Force. Compensation and/or reimbursement will then be subject to agreements between the Parties involved.

**RULES OF ENGAGEMENT (ROE).**
Directives to military forces (including individuals) that define the circumstances, conditions, degree, and manner in which forces, or actions which might be construed as provocative, may, or may not, be applied. ROE are not used to assign tasks or give tactical instructions. With the exception of self-defense, during operations, ROE provide the sole authority to forces to use force.

**SENDING NATION (SN).**
A nation sending or participating in the sending of (deploying) national forces and/or national components of multinational forces. The sending nation may request the use of host nation logistics and administrative support during transit and in the theatre of operations (MC 336/1).
SICK LEAVE.
This leave has to be taken according to Doctor’s report and approving authority’s approval (consent).

SELF-DEFENCE.
Action to protect oneself or one's own when faced with an instant and overwhelming need, leaving no choice of means and no time for deliberation.

SENIOR NATIONAL REPRESENTATIVE.
A senior officer serving at the permanent SEEBRIG HQ and assigned by the Party to represent it on the HNS matters.

STANDARDIZATION.
Within SEEBRIG, the process of developing concepts, doctrines, procedures and designs to achieve and maintain the most effective levels of compatibility, interoperability, interchangeability and commonality in the fields of operations, administration and materiel.

STANDARD DAY OF SUPPLY (SDOS).
The total amount of supplies required for an average day based on Standing Group SEEBRIG rates and/or national rate as appropriate.

STATEMENT OF INTEND (SOI).
It is a document indicating the SEEBRIG Nations decision to participate with reservations in the operation/exercise and receive HNS on the basis of the signed MOU concluded among SEEBRIG Nations and the HN(s).

STATEMENT OF REQUIREMENTS (SOR).
It is a document, prepared by Sending Nations and/or COMSEEBRIG detailing forces and equipment to be deployed and related facilities, supplies and services required.

STOCKS.
The quantity of supplies and materiel on hand ready for use (AAP-6).
SUPPLY.
All materiel and items used in the equipment, support and maintenance of military forces (AAP-6).

SUPPORT.
The action of a force, or portion thereof, which aids, protects, complements, or sustains any other force (AAP-6).

SUSTAINABILITY.
The ability of a force to maintain the necessary level of combat power for the duration required achieving its objectives.

TACTICAL CONTROL (TACON).
The detailed and usually local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.

TECHNICAL ARRANGEMENTS (TAs).
It is a written bilateral or multilateral document for a specific PSO. It provides the concept, responsibilities, procedures and the detailed financial and legal aspects for the provision of HNS by the HN(s) to the Sending Nation(s) and/or STRATEGIC COMMANDER/COMSEEBRIG. The TA supplements the MOU.

TEMPORARY CROSSING POINT.
A Crossing Point that is established for a limited period of time normally for a specific purpose.

THIRD COUNTRY NATIONAL (TCN).
A TCN is a person located within the AOR who is a citizen of a different country, or who has been residing in the AOR before the war or who returned to the AOR after the war began to resume residence, but in all cases is a citizen of another country. Caution and discretion attempting to discern the reasons why a third country national is in the AOR. Some may be journalists, who fall under another category, others may be mercenaries or adventurers trying to profit from the conflict. The status of these
persons will be ultimately determined by the responsible embassies.

**TRANSFER OF AUTHORITY (TOA).**

The formal transfer of a specified degree of authority over designated forces between a Party and the Commander of the SEEBRIG (COMSEEBRIG) or between any two subordinate commanders.

**VOLUNTARY NATIONAL CONTRIBUTION (VNC).**

Subject to PMSC approval, voluntary manning by the Parties, of the Brigade HQ or other multinational formations, outside the scope of the approved PE, for a limited period of time and for meeting specific requirements of expertise.

**REFERENCES**

1. AGREEMENT ON THE MPFSEE.
2. SEEBRIG SOP and DIRECTIVES.
4. AAP – 6.
5. ASP – 4 “ALLIED JOINT LOGISTIC DOCTRINE” – May ’97.
6. MC 319/1 “NATO PRINCIPLES AND POLICIES FOR LOGISTICS”.

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MPFSEE UNCLASSIFIED
CHAPTER ELEVEN

COMMON MAP SYMBOLS

Reference: SOP 003/ SEEBRIG

1. PURPOSE.
   To give basic regulations for the use and design of Map Symbols used in SEEBRIG in order to increase interoperability and to avoid misunderstanding concerning reports and overlays.

2. COLOURS.
   a. UN Agencies, IOs and NGOs: Blue
   b. SEEBRIG’s, Friendly Units: Blue
   c. Belligerents/Parties in the conflict: Brown and rose.
   d. Neutral Units: Gray
   e. Obstacles and mines: Green
   f. Nuclear, Biol. and Chem. pollution: Yellow
   g. Cease fire line: Red
   h. Boundaries: Black
   i. Additional information: Black
   j. Roads: Black
   k. Coordination (on traces): Black

3. SYMBOLS.
   a. Basic symbols.

   The basic unit symbol

   The Headquarters symbol. The end of the staff shows the exact location of the HQ.
Observation post

Logistics / administrative installation

Electronic unit

Equipment

Traffic Control Point 3

Start Point 8

Release Point 4

Check Point 8
b. Unit size.

Is depicted by a graduated series of dots, vertical stripes and crosses. They are placed centrally on top of the basic symbol.

- Squad. 3-10 soldiers commanded by corporal/sergeant
- Section. One or more squads commanded by sergeant
- Platoon. 30-50 soldiers commanded by lieutenant
- Company/squadron/battery. 150-200 soldiers commanded by captain/major
- Battalion. 500-800 soldiers commanded by major/lieutenant-colonel
<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Regiment</td>
<td>1,000-2,000 soldiers commanded by lieutenant-colonel/colonel</td>
</tr>
<tr>
<td>Brigade</td>
<td>3,000-6,000 soldiers commanded by colonel/brigadier-general</td>
</tr>
<tr>
<td>Division</td>
<td>10,000-18,000 soldiers commanded by major-general</td>
</tr>
<tr>
<td>Corps</td>
<td>50,000-80,000 soldiers commanded by lieutenant-general</td>
</tr>
<tr>
<td>Army</td>
<td>500,000+ soldiers commanded by general/colonel-general</td>
</tr>
</tbody>
</table>

**c. Unit type.**

- Infantry
- Medical general

- Armoured
- Mechanized infantry
- Helicopter

- Reconnaissance
- Armoured recce
- Headquarters
Antitank unit.                                    Military Police
Armour                                          Signal
Artillery                                        Anti aircraft
Armoured Artillery                                Transport
Engineer                                         NBC
Combat service support                           Nuclear, Biological and Chemical
Supply

d. Unit location, position, title, higher formation designation.
(1). Location

If the basic symbol is used alone, the actual location is at the center of the bottom of the symbol.

If a line has to be used, the location is at the end of the line.
Location of a headquarters is at the end of the line.

(2). **Position.**

- **Current Position.**
- **Planned (future) position.**

(3). **Title and Higher Formation Designation.**

- **SEEBRIG**
- **PFOR**

  The unit title is placed at the bottom left of the sign, the higher formation designation is placed at the bottom right of the sign.

**e. Timing indicators.**

Timings are given as a **Date Time Group:**

- **Date:** 12
- **Time of day:** 1425
- **Time Zone indicator:** B
- **Month:** Mar.
- **Year:** 2000
The DTG as shown indicates that the unit was known to be at the marked location.

The DTG may be prefixed by NMB (no move before).

The DTG shown like this example indicates the period the unit will be at the given location.

f. Mobility indicators.
   If necessary, mobility indicators can be placed beneath a unit or symbol to show the type of mobility.

By foot.

Motorized – for road.

Motorized – cross country ability.

Mechanized – on tracks

Amphibious
g. Boundaries.

(1) Boundaries between units are depicted by a solid line with the size designators placed at convenient intervals and unit designators placed on either side of the sign.

```
2
-∥-
4
```

Boundary between Battalion No 2 and No 4

(2) If units are of different nationalities, the national designator will be normally be added.

```
Nation 2 BN
-∥-
```

```
Nation 4 BN
-∥-
```

Boundary between Battalions from Nations No 2 and No 4

(3) Where a boundary separates two units of different size, the symbol for the higher unit will be used, except that a unit rear boundary shows the unit concerned and not the size symbol of the superior unit.
h. Weapons/Vehicles.

<table>
<thead>
<tr>
<th>EQUIPMENT</th>
<th>GENERIC</th>
<th>LIGHT</th>
<th>MEDIUM</th>
<th>HEAVY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-tank gun</td>
<td></td>
<td>![Icon]</td>
<td>![Icon]</td>
<td>![Icon]</td>
</tr>
<tr>
<td>Anti-tank missile launcher</td>
<td></td>
<td>![Icon]</td>
<td>![Icon]</td>
<td>![Icon]</td>
</tr>
<tr>
<td>Artillery gun</td>
<td></td>
<td>![Icon]</td>
<td>![Icon]</td>
<td>![Icon]</td>
</tr>
<tr>
<td>Anti-aircraft gun</td>
<td></td>
<td>![Icon]</td>
<td>![Icon]</td>
<td>![Icon]</td>
</tr>
<tr>
<td>Weapons</td>
<td>Multi barrel rocket launcher</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>-------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Machine gun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mortar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aircrafts</td>
<td>Fixed wing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fighter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bomber</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Helicopter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Armed Helicopter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles</td>
<td>Tank</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Armoured personnel carrier</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Infantry fighting vehicle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Signs</td>
<td>Ferry</td>
<td>AT Mine 1&lt;sup&gt;st&lt;/sup&gt; generation</td>
<td>AT Mine 2&lt;sup&gt;nd&lt;/sup&gt; Generation/time limit fuse</td>
<td>AP mine</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------</td>
<td>----------------------------------</td>
<td>-----------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td></td>
<td>Φ</td>
<td>∅</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Unprotected vehicle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cycle/Motor cycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. **Summary**.

Basic symbol – rectangle with role indicator inside

Date – time Group

Unit designation

Size indicator

Unconfirmed

Reinforced (+)

Reduced (-)

Higher formation

From 11 0800B Jun 98
To 11 0800B Dec 98
SEEBRIG

Alternate

PFOR

? (-) (+)

Can qualify HQ echelon by adding "Main", "Alternate", etc under box

4. **LEGEND.**

If other signs than shown in this document have to be used, please show and explain in a legend on the sketch, plan or overlay.

11-12
MPFSEE UNCLASSIFIED
Mixed mobility indicator for DPREs (wheeled, bicycle, foot).

Mixed mobility indicator for refugees (wheeled, bicycle, foot).

Mixed mobility indicator for displaced persons (wheeled, bicycle, foot).

Animal mobility indicator for DPREs (horses, horse drawn vehicles, oxen).

Animal mobility indicator for refugees (horses, horse drawn vehicles, oxen).

Animal mobility indicator for displaced persons (horses, horse drawn vehicles).

Foot mobility indicator (DPREs).
Foot mobility indicator (refugees).

Foot mobility indicator (displaced persons).

Rail mobility indicator (DPREs).

Rail mobility indicator (refugees).

Prisoners of war.

Displaced persons.

CIMIC unit

Refugees.

Displaced Persons and Refugees.
Civil Police.

Military Police.

Civilians.

Installation with fence (intended to prevent escape).

Refugee assistance centre (camp).

Refugee assistance centre (camp) with fence intended to prevent escape.

Displaced Persons assistance centre (camp).

Displaced Persons assistance centre (camp) with fence intended to prevent escape.

Internment Camp.
Internment Camp with fence intended to prevent escape.

Power station (unspecified type).

Oil fired power station.

Nuclear power station.

Chemical installation.

Nuclear installation.

Biological installation

Oil storage facility

Food storage facility
Transportation facility (unspecified).

Maintenance facility.

Engineers facility.

Water facility

POL storage facility.

Ammunition storage facility

Ordnance storage facility.

An installation, whose destruction would seriously effect the civ. population.

Power station, whose destruction would seriously effect the civ. population.
Nuclear power station, whose destruction would seriously effect the civ. population.

Oil fired power station, whose destruction would seriously effect the civ. population.

Nuclear storage facility, whose destruction would seriously effect the civ. population.

Water treatment facility, whose destruction would seriously effect the civ. population.

Dike, whose destruction would seriously effect the civ. population.

Dam, whose destruction would seriously effect the civ. population.

Food storage facility, whose destruction would seriously effect the civ. population.

Railhead.

Civil airfield.
Military airfield.

Mixed civil and military airfield.

Civil port.

Military port.

Mixed civil and military port.

Burial/Church.

Military hospital.

Pipeline.

Civil defence (LOAC).

Civil defence (LOAC) installation
CIMIC Centre.

Cultural Property: Protection of immovable objects and of the personnel engaged in the protection of cultural property.

Cultural property under special protection, transport of cultural property, improvised refuges for cultural property.

Hospital and safety zones.

Biological contamination

Chemical contamination.

“Unknown” contamination.
CHAPTER TWELVE

REPORTS AND RETURNS

1. All reports and returns are standardized and common throughout the SEEBRIG so that there is no room for ambiguities or misunderstanding. In order to do that the format for these reports and returns are fully understood by all concerned, a comprehensive layout is provided.

2. The reports and returns are divided into two categories, which are:
   a. Those required by Superior HQ as mandatory reports and returns format on a daily basis.
   b. Those required by Superior HQ on a daily or “as required” basis.

3. The Operations Reports are a compendium of narrative, structured and formatted operations reports developed for the purpose of improving the quality and the timelines in the exchange of operation information. This directive contains the Operation Messages either transmitted or received.

4. The reports and returns to be submitted together with timings for submission are listed in the following chart. The short title of each report / return which will be the one by which the report or return is known, appears in brackets.

5. Reports and returns can be submitted by facsimile.

6. Timing for reports is local time.
<table>
<thead>
<tr>
<th>S/N</th>
<th>REPORTS</th>
<th>SECTION</th>
<th>FREQUENCY</th>
<th>COVERED PERIOD</th>
<th>TIME</th>
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<tbody>
<tr>
<td>1.</td>
<td>PERSREP</td>
<td>CG-1</td>
<td>DAILY</td>
<td>24 Hours</td>
<td>18.00</td>
</tr>
<tr>
<td>2.</td>
<td>NOTICAS</td>
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<td>DAILY</td>
<td>--//-</td>
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<tr>
<td>4.</td>
<td>INTREP</td>
<td>CG-2</td>
<td>AS REQUIR.</td>
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<td>ASAP</td>
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<tr>
<td>5.</td>
<td>CI-SUM</td>
<td></td>
<td>TWICE DAILY</td>
<td>--</td>
<td>ASAP</td>
</tr>
<tr>
<td>6.</td>
<td>CI-REP</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
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<td>--</td>
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<tr>
<td>8.</td>
<td>SITREP</td>
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<td>DAILY</td>
<td>24 Hours</td>
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<tr>
<td>9.</td>
<td>SINCREP</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
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<tr>
<td>10.</td>
<td>SHELLREP /BOMBREP</td>
<td>CG-3</td>
<td>AS REQUIR.</td>
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<td>11.</td>
<td>SHOOTREP</td>
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<td>AS REQUIR.</td>
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<tr>
<td>12.</td>
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<td>DAILY</td>
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<tr>
<td>13.</td>
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<td>DAILY</td>
<td>24 Hours</td>
<td>18.00</td>
</tr>
<tr>
<td>14.</td>
<td>LOG UPDATE R.</td>
<td></td>
<td>DAILY</td>
<td>24 Hours</td>
<td>18.00</td>
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<tr>
<td>15.</td>
<td>CIMIC REPORT</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
</tr>
<tr>
<td>16.</td>
<td>CIMIC ESTIMATE</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
</tr>
<tr>
<td>17.</td>
<td>CIMIC SURVEY</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
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<td>--</td>
<td>ASAP</td>
</tr>
<tr>
<td>19.</td>
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<td>24 Hours</td>
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<tr>
<td>20.</td>
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<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
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<tr>
<td>21.</td>
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<td>24 Hours</td>
<td>18.00</td>
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<tr>
<td>22.</td>
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<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
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<tr>
<td>23.</td>
<td>ENGQUEST</td>
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<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
</tr>
<tr>
<td>24.</td>
<td>ROUTE REPORT</td>
<td></td>
<td>AS REQUIR.</td>
<td>--</td>
<td>ASAP</td>
</tr>
</tbody>
</table>
# PERSONNEL REPORT

**(PERSREP)**

## FROM TO

<table>
<thead>
<tr>
<th>FAX NO</th>
<th>TLF. NO</th>
<th>FAX NO</th>
<th>TLF. NO</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

## CLASS. PRECEDENCE

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<thead>
<tr>
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## DTG

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</tr>
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</table>

## FILE REF. NO

<table>
<thead>
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<th>FAX NO</th>
<th>TLF. NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## SUBJECT: PERSONNEL REPORT (PERSEP)

## REFERENCE: (If any)

### 1. UNIT ESTABLISHMENT:

<table>
<thead>
<tr>
<th>CE</th>
<th>ASSIGNMENT</th>
<th>DEAD</th>
<th>MISSING</th>
<th>POW</th>
<th>PRESENT</th>
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<tbody>
<tr>
<td>OFFICERS</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>WO</td>
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<tr>
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</tr>
<tr>
<td>ENLISTED</td>
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<td></td>
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</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2. SUBORDINATED UNITS (REPEAT FOR EACH SUBORDINATE UNIT):

<table>
<thead>
<tr>
<th>CE</th>
<th>ASSIGNMENT</th>
<th>DEAD</th>
<th>MISSING</th>
<th>POW</th>
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</thead>
<tbody>
<tr>
<td>OFFICERS</td>
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<tr>
<td>WO</td>
<td></td>
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</tr>
<tr>
<td>NCO</td>
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</tr>
<tr>
<td>ENLISTED</td>
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<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 3. REINFORCEMENTS REQUIRED:

### 4. MORALE: (GOOD/FAIR/BAD)

### 5. ASSESSMENT:

SIGNATURE BLOCK OF THE UNIT COMMANDER

## ANNEXES: (If any)
## NOTIFICATION OF CASUALTIES (NOTICAS)

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAX NO</td>
<td>FAX NO</td>
</tr>
<tr>
<td>TLF. NO</td>
<td>TLF. NO</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CLASS.</th>
<th>INFO</th>
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</thead>
<tbody>
<tr>
<td>PRECEDENCE</td>
<td>FAX NO</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>DTG</th>
<th>FILE REF. NO</th>
</tr>
</thead>
</table>

### SUBJECT: NOTIFICATION OF CASUALTY (NOTICAS)

### REFERENCE: (If any)

- **LINE 1**: CASUALTY NOTIFICATION NUMBER (NOTICAS NO) /
- **LINE 2**: MISSION /
- **LINE 3**: CONTINGENCY ESTABLISHMENT NUMBER /
- **LINE 4**: SEEBRIG ID CARD NUMBER /
- **LINE 5**: RANK /
- **LINE 6**: FULL NAME /
- **LINE 7**: SEX /
- **LINE 8**: NATIONALITY /
- **LINE 9**: UNIT /
- **LINE 10**: ON DUTY (YES OR NO) /
- **LINE 11**: DATE (DAY, MONTH, YEAR) /
- **LINE 12**: LOCAL TIME /
- **LINE 13**: PLACE /
- **LINE 14**: CASUALTY TYPE (E.G. DEAD OR SPECIFIED INJURIES) /
- **LINE 15**: CASUALTY CAUSE (BRIEF OUTLINE THE CIRCUMSTANCES) /
- **LINE 16**: CASEVAC REQUEST / YES/NO /
- **LINE 17**: AMPLIFICATION /

**SIGNATURE BLOCK OF THE UNIT COMMANDER**

**ANNEXES: (If Any)**
FROM:

TO:

INFO:

CLASSIFICATION

SIC (Subject Indicator Code)

EXER/OPS IDENTIFICATION EXERCISE/SB-99/

MSGID (Message Identifier) // INTREP/SEEBRIG/001/DEC//

SUB: INTREP

REF/MESAGE TYPE/ORIGINATOR/DTG OF REF/MONTH/SEIAL NO//- Reference

EFDT (Effective Date Time Group): /091600Z/JAN/

1. INFORMATION TEXT.

2. PURPOSE OF REPORT (IF ANY SPECIAL).

3. ASSESSMENT

4. POC (Point of Contact).
INTELLIGENCE SUMMARY
(INTSUM)

FROM:
TO:
INFO:

CLASSIFICATION
SIC (Subject Indicator Code)

EXER/OPS IDENTIFICATION EXERCISE/SB-99//

MSGID (Message Identifier) // INTSUM/SEEBRIG/001/DEC//

SUB: INTSUM

REF/MESSAGE TYPE/ORIGINATOR/DTG OF REF /MONTH
/SERIAL NO // - Reference

EFDT (Effective Date Time Group): /091600Z/JAN/

1. GENERAL SITUATION.
2. POLITICAL SITUATION.
3. MILITARY SITUATION.
   A. GENERAL.
   B. CEASEFIRE VIOLATIONS.
   C. MINES.
   D. AIR DEFENCE AND HEAVY WEAPONS.
   E. OTHER.
4. COUNTERINTELLIGENCE (CI).
   A. GENERAL.
   B. BLACK MARKET.
5. ASSESSMENT.
6. POC.

COUNTERINTELLIGENCE REPORT
FROM:

TO:

INFO:

CLASSIFICATION

SIC(*Subject Indicator Code*)

EXER/OPS IDENTIFICATION *EXERCISE/SB-99*

MSGID(*Message Identifier*) // CIREP/SEEBRIG/001/DEC

SUBJECT: CIREP

REF/MESSAGE TYPE/ORIGINATOR/DTG OF REF/ MONTH/ SERIAL NO/- Reference

EFDT(*Effective Date Time Group*): /091600Z/JAN

1. SUBVERSION.
2. ESPIONAGE.
3. CIVIL UNREST.
4. SABOTAGE.
5. TERRORISM.
6. ASSESMENTS.
7. ORGANIZED CRIME.
8. DISINFORMATION.
9. FORCE PROTECTION.
10. INFORMATION WARFARE.
COUNTERINTELLIGENCE SUMMARY

(CI-SUM)

FROM:

TO:

INFO:

CLASSIFICATION

SIC (Subject Indicator Code)

EXER/OPS IDENTIFICATION EXERCISE //

MSGID (Message Identifier) // INTREP/SEEBRIG/001/DEC //

SUB: CI-SUM

REF/MESSAGE TYPE/ORIGINATOR/DTG OF REF/ MONTH/ SERIAL NO // Reference

EFDT (Effective Date Time Group):

1. SUBVERSION.
2. ESPIONAGE.
3. CIVIL UNREST.
4. SABOTAGE.
5. TERRORISM.
6. COMPREHENSIVE SUMMARY.
7. ORGANIZED CRIME.
8. DISINFORMATION.
9. FORCE PROTECTION.
10. INFORMATION WARFARE.
REQUEST FOR INFORMATION

(RFI)

FROM:
TO:
INFO:

CLASSIFICATION
SIC(Subject Indicator Code)

EXER/OPS IDENTIFICATION EXERCISE//

MSGID (Message Identifier) // INTREQ/SEEBRIG/001/DEC//

SUB: INTREQ

REF/MESSAGE TYPE/ORIGINATOR/DTG OF REF/MONTH/

SERIAL NO//- Reference

EFDT(Effective Date Time Group):

1.  (R) (REQREF).  Does INTREQ refer to another document?
     (SEEBRIG INTSUM,)

2. Priority 1 _____ Priority 2_____ Priority 3_____ 

3. How is the information to be used?
   • Mission planning: ________________ 
   • Treat assessment: ________________ 
   • Contingency planning: ________________ 
   • Other: ________________

4.  (R) (REQDET).
    Details of Request: Keep it succinct, but include sufficient 
    details to make it clear.(Ref. Included a new artillery piece.
    Need clarification on range and caliber).

5.  (R) If request concerns an installation, provide NUMBER 
    and NAME

6.  (R) Location of request.

12-9

MPFSEE UNCLASSIFIED
a. Coordinates
b. Area
c. Country/s

7. (U) (GEOMAT)
   a. SERIES : _________________
   b. SHEET : _________________
   c. EDITION : _________________

8. (R) (REQTIME)
   a. When is information required?
   b. What is the latest time the information will be of value?

9. (R) (REQREPR)
   Specify sort of produce required.
   INTREP____, SECURE FAX/VOICE _____, LAN/WAN_____, E-mail_____

10. (R) (REQREPD)
    How is the response to be disseminated?
    a. Action Address __________________________.
    b. Info Address __________________________.
    c. Dissemination means:
       Message (_(X)_) Secure Phone______ Courier______

11. (U) (POC) How can the analyst who answers your request get in touch with you?
    - YOUR RANK/NAME: _________________________
    - YOUR DUTY /SECTION: _______________________
    - SECURE PHONE NO: _________________________
    - OTHER PHONE NO, s: _______________ EXT: ___
MPFSEE UNCLASSIFIED

SITUATION REPORT
(SITREP)

Line 1: Message Identifier/Reporting Organization/Serial Number of the Report/

Line 2: Effective Date of the report/

Line 3: General Situation/

Line 4: Changes in Operational Situation since last report/

Line 5: Subordinate Unit/Location of HQ/Major operational activity/

Line 6: Additional Remarks, if and when necessary/

SAMPLE

Line 1: SITREP/MNB/003/

Line 2: DTG/181600 Oct/

Line 3: GENSIT/Text to describe the general situation/

Line 4: HANOPSIT/Text to describe observed changes //

Line 5: EBAT/Name of HQ location / Text to describe major activities/

Line 6: EM/Nil or text //
SERIOUS INCIDENTS REPORT
(SINCREP)

Line 1:  Message Identifier/Reporting Organization/Serial Number of the special incident within the reporting organization/

Line 2:  Effective date of the report/

Line 3:  Description of the special incident/

Example for an Initial Report:

Line 1:  SICREP 1/MNB/004
Line 2:  DTG/181600oct/
Line 3:  SINCTEXT/Text to describe the serious incident/

Example for an Intermediate Report:

Line 1:  SINCREP 1/MNB/004
Line 2:  DTG/182000oct/
Line 3:  SINCTEXT/Text to describe the serious incident.

Example for a Final Report:

Line 1:  SINCREP-F/MNB/004/
Line 2:  DTG/182000oct/
Line 3:  SINCTEXT/Text to describe the serious incident/
# SHELLING/MORTAR/BOMBING REPORT

**From:** HQ SEEBRIG.

**To:** HQ LCC.

<table>
<thead>
<tr>
<th>CODE LETTER</th>
<th>INFORMATION</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SHELLREP, MORTREP OR BOMBREP</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CODE LETTER</th>
<th>INFORMATION</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALPHA</td>
<td>FROM</td>
<td>UNIT CALLSIGN</td>
</tr>
<tr>
<td>BRAVO</td>
<td>POSITION OF OBSERVER</td>
<td>GRID REFERENCE IN CLEAR</td>
</tr>
<tr>
<td>CHARLIE</td>
<td>BEARING OF FLASH OR SOUND OF GUN OR MORTAR OR DETERMINED BY CRATER EXAMINATION</td>
<td>STATE WHICH OMIT FOR AC.</td>
</tr>
<tr>
<td>DELTA</td>
<td>TIME FROM</td>
<td></td>
</tr>
<tr>
<td>ECHO</td>
<td>TIME TO</td>
<td>OR STATE CONTINUING</td>
</tr>
<tr>
<td>FOXTROT</td>
<td>AREA SHELLED, MORTARED OR BOMBED</td>
<td></td>
</tr>
<tr>
<td>GOLF</td>
<td>NUMBER AND NATURE OF DELIVERY MEANS</td>
<td></td>
</tr>
<tr>
<td>HOTEL</td>
<td>NATURE OF FIRE</td>
<td>OMIT FOR AC.</td>
</tr>
<tr>
<td>INDIA</td>
<td>NUMBER AND TYPE OF SHELLS, BOMBS</td>
<td></td>
</tr>
<tr>
<td>JULIET KILO</td>
<td>TIME OF FLASH TO BANG DAMAGE</td>
<td></td>
</tr>
</tbody>
</table>
SHOOTING REPORT

(SHOOTREP)

1. A reporting “cut off” will be used where SHOOTREPS are only initiated in the case of firing:
   a. Excess of 75 rounds small arms/light machine guns.
   b. Excess of 50 rounds heavy machine gun.
   c. All heavy caliber/tank.

2. In reports of firing close to SEEBRIG positions the following “rule of thumb” will be used. Initiate a report where:
   a. Rounds actually hit a SEEBRIG position (perimeter earth banks, walls, buildings etc.).
   b. SA/LMG/HMG rounds impact or pass within 25m of SEEBRIG.
   c. Tank/Artillery/Mortar rounds impact or pass within 200m or SEEBRIG position/vehicle/personnel;
   d. Aerial bombardment within 1000m of SEEBRIG position/vehicle/ personnel.

3. Format.

   SAMPLE

   From: HQ SEEBRIG
   To: HQ LCC
       SHOOTREP

   A. Time of incident/shooting.
   B. Location of incident.
   C. Description of type of shooting.
   D. Description of damage caused to infrastructure.
**ASSESSMENT REPORT FORMAT**

**PURPOSE:** To advise superior Commanders of the situation/operations in the reporting Commander's area of his concern, his assessment of the overall situation and his intended or recommended actions based on the assessment.

<table>
<thead>
<tr>
<th>Line</th>
<th>EXER</th>
<th>Message Identified /Reporting Organization/Serial Number of the Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line 2</td>
<td>MSGD</td>
<td></td>
</tr>
<tr>
<td>Line 3</td>
<td>REF</td>
<td>Reference</td>
</tr>
<tr>
<td>Line 4</td>
<td>DTG</td>
<td>Effective Date –Time Group of the report</td>
</tr>
<tr>
<td>Line 5</td>
<td>ORGID</td>
<td>Originator of the report</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Drafter/releaser (Unit designation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Name/Unit Size Code/Country Code/Role Indicator Code/Higher formation name)</td>
</tr>
<tr>
<td>Line 6</td>
<td>POLITICAL OVERVIEW</td>
<td>Concise summary of the overall political situation within the Commander’s area of interest.</td>
</tr>
<tr>
<td>Line 7</td>
<td>ASSESSMENT OF OPFORCES</td>
<td>Assessment of the Opposing Forces or potential OPFOR capabilities and possible courses of action.</td>
</tr>
<tr>
<td>Line 8</td>
<td>ASSESSMENT OF FRIENDLY FORCES</td>
<td>Assessment of Friendly Forces' availability and capability to perform assigned mission. It also includes:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OWN FORCES POSTURE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MILITARY SITUATION</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LOGISTIC ASSESSMENT</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CIS ASSESSMENT</td>
</tr>
<tr>
<td>Line 9</td>
<td>COMMANDER’S OVERALL ASSESSMENT</td>
<td>Summarize the Friendly Forces and OPFOR overall assessment, focusing on key issue.</td>
</tr>
<tr>
<td>Line 10</td>
<td>INTENTIONS</td>
<td>Provide the Commander’s intention and recommendations, for the next 72 hours.</td>
</tr>
</tbody>
</table>
LOGISTIC ASSESSMENT REPORT

LOGASSESREP

1. CONTENT.
   a. Subject Indicator Code (SIC)
   b. Exercise/Operation Name (EXER/OPER)
   c. Message Identifier, Unit Name, Serial Number (MSGID)
   d. References (REF)
   e. Date-Time Group (DTG)
   f. Organization Designator of Drafter/Releaser (ORGIDDFT)
   g. Map Data (MAP)
   h. Narrative text structured as follows:
      (1) Logistic Situation Assessment: General description of the overall situation supported by sufficient detail. Major concerns and priorities, particularly shortfalls that may have an impact on operational capability.
      (2) Subordinate Logistic Sustain ability: Provide overall evaluations of the logistic sustain ability and major concerns by command for all subordinate forces.
      (3) Subjective Evaluation of Logistic Sustain ability (SEVLOGS): Provide subjective evaluations of the number of days of mission sustain ability remaining based on Combat Days of Supply (CDOS). Do not duplicate information that will be provided in the LOGUPDATE (See Annex C of this SOP). Problems or concerns should be accompanied by a recommended solution if applicable. If factor did not change since last report then heating is to be included and “NO CHANGE” inserted as text.
         (a) Ammunition. Outline any foreseen shortfalls, interruptions or delays in re-supply,
         (b) Fuel/POL. Report total tankage capacity and capacity and holdings in Bulk Fuel Installation. Outline any concerns,
         (c) Health Service. Report significant problems, concerns or shortfalls with medical/ dental support and medical material/equipment,
         (d) Mission Damage Repair/Maintenance/Operational Defects. Identify significant problems or adverse trends in the availability of mission decisive equipment. Identify significant problems, concerns or adverse trends of maintenance, recovery and evacuation and related spares,
         (e) Land, Air and Maritime Force Composition,
         (f) Lines of Communication (LOCs)/Route situation. Report significant problems with LOC,
         (g) Reinforcement.
(h) NATO Logistic Coordination Activities. Report assistance received during the past 24 hrs, planned for the next 24 to 72 H.
(i) Infrastructure. Identify problems with elements of in-country infrastructure or real estate that formation is making use of, for example, fuel storage facilities,
(j) Communications. Highlight problem areas and provide details of Liaison Officers, if changed are planned,
(k) Interoperability. Report interoperability or critical standardization deficiencies,
(l) HNS/CIMIC. Report significant HNS/CIMIC concerns with recommended solutions or alternatives,
(m) Passenger, Mail, Cargo (PMC). Report significant problems, in particular delays to Rapid Response Courier tasks. Report major tasks for the next 24 hrs (assessment) and required assistance,
(n) Other items. Include information not addressed elsewhere (i.e. report problems with water stocks and sustainment, with all kind of rations. Report problems with transportation and related resources).

(4) General Logistic Factors. Provide a summary of general factors affecting the logistics support,

(5) Assistance requested (ASSISTRQ) Enter statement of urgency of support requirement and message identifier (including Effective Date Time group-EFDT) of previous message concerning this specific requirement, if applicable. The LOGASSESSREP is not to be used as means of initiating a request,

(6) Point of Contact (POCDATA).

2. FORMAT TO BE USED.

LINE 1: Exercise/Operation Name,
LINE 2: Message Identifier,
LINE 3: Reference,
LINE 4: Date-Time Group,
LINE 5: Organization Designator of Drafter/Release,
LINE 6: Map Data,
LINE 7: Logistic Situation Assessment,
LINE 8: Organization Designator,
LINE 9: Subordinate Logistic Sustainability,
LINE 10: Subjective Evaluation of Logistical Sustainability (SEVLOGS),
LINE 11: General Logistics Factors,
LINE 12: Assistance Requested,
LINE 13: Point of Contact.
1. CONTENT.
   a. Subject Indicator Code (SIC),
   b. Exercise/Operation Name (EXER/OPER),
   c. Message Identifier, Unit Name, Serial Number (MSGID),
   d. References (REF),
   e. Date-Time Group (DTG),
   f. Organization Designator Of Drafter/Releaser (ORGIDDFT),
   g. Map Data (MAP),
   h. Report reportable items as follows:
      (1) REQOHAND. Enter the quantity of Reportable Items required to be held by unit in accordance with the respective OPLANs/OPORDERs Sustainability Statement,
      (2) ACTOHAND. Enter the quantity of serviceable/combat ready reportable items physically held by unit. For Class I, III and V, it is to be stated in Combat Day Of Supply (CDOS)/Standard Day Of Supply (SDOS) (as required) and in rounds or cubic meters and Fuel Consumption Unit (FCU),
      (3) DUES IN 24. Quantity of an item expected to be received and/or predicted assessment of equipment returned to serviceability combat readiness in next 24 hrs.
      (4) DUES IN 48. Quantity of an item expected to be received and/or predicted assessment of equipment returned to serviceability/combat readiness in the period 24 hrs to 48 hrs from now,
      (5) GENTEXT. Describe limiting/complimenting factors. A limiting factor is any logistic factor, which is currently degrading the operational capability of a unit or formation. A complimenting factor is any logistic factor expected to improve the operational capability of a unit or formation,
      (6) Point of contact (POCDATA). Provide a POC and contact number.
   i. Note. (1) to i. (5) comprise a repeatable segment. They may be repeated, as a group, as many times as is necessary to report multiple Reportable Items in accordance with the relevant OPLANs/OPORDERs Sustainability Statement. If necessary, use separate serials for different marquees of a Reportable Item. An example for a typical list might be as follows:

   (1) Main Battle Tanks (MBTs),
(2) Infantry Fighting Vehicles (IFVs),
(3) Armed Personnel Carriers (APCs),
(4) Recce Vehicles,
(5) Transport Helicopters (CH),
(6) Attack Helicopters (AH),
(7) Artillery Pieces,
(8) Air Defense Systems,
(9) Logistic Vehicles,
(10) Class I Rations and Water in Standard Days of Supply (SDOS),
(11) CLASS I bulk water production capability in SDOS and cubic meters,
(12) CLASS III Bulk Gasoline F-46/57 IN CDOS, FCU and cubic meters,
(13) CLASS III Bulk Diesel F-54 IN CDOS, FCU and cubic meters,
(14) CLASS III BULK AVIATION F-34/JP8 IN CDOS, FCU and cubic meters,
(15) CLASS V 20-30 mm towed cannon in Combat Days of Supply and rounds,
(16) CLASS V 105 mm Tank ammunition in combat days of supply and rounds,
(17) CLASS V 120 mm Tank ammunition in Combat Days of Supply and rounds,
(18) CLASS V 81-120 mm mortar ammunition in Combat Days of Supply and rounds,
(19) CLASS V 105 mm Artillery ammunition in Combat Days of Supply and rounds,
(20) CLASS V 155 mm Artillery ammunition in Combat Days of Supply and rounds,
(21) CLASS V MLRS in Combat Days of Supply and Rocket Pod Containers,
(22) CLASS V Air Defense Missiles in Combat Days of Supply and missiles,
(23) CLASS V Land ATGW in Combat Days of Supply and missiles,
(24) CLASS V Avn ATGW TOW/MILAN in Combat Days of Supply and missiles,
(25) CLASS V 20-30 mm Avn Cannon in Combat Days of Supply and rounds,
(26) Other reportable items,
(27) Logistic units and installations.
2. FORMAT TO BE USED.
   LINE 1: OPERATION/EXERCISE NAME,
   LINE 2: MESSAGE IDENTIFIER,
   LINE 3: REFERENCE,
   LINE 4: DATE-TIME GROUP,
   LINE 5: ORGANIZATION DESIGNATOR OF DRAFTER,
   LINE 6: MAP DATA,
   LINE 7: ORGANIZATION DESIGNATOR,
   LINE 8: REPORTED ITEM,
   LINE 9: LOCATIONS OF LOGISTIC UNITS,
   LINE 10: POINT OF CONTACT.
CIVIL MILITARY OPERATIONS

(CMO) REPORT

Line 1: Message Identifier/Reporting Unit/Serial Number/

Line 2: TO MPFSEE HQ or SEEBRIG/G5/

Line 3: CIVIL MILITARY SITUATION AT THE END OF PERIOD.

Line 4: LOCAL AUTHORITIES FUNCTIONS.
   a. Public Administration.
   b. Public Safety.
   c. Public Health.
   d. Public Welfare.
   e. Labour.

Line 5: PUBLIC FACILITIES FUNCTIONS.
   a. Public Works and utilities.
   b. Public transportation.
   c. Public communications.

Line 6: SPECIAL FUNCTIONS.
   a. Displaced persons, refugees and evacuees.
   b. Protection of arts, monuments and cultural artifacts.
   c. Civil information.

Line 7: LOCAL AUTHORITIES/USEFUL CONTACTS.
   Include names and appointments in addition to any remarks.

Line 8: CMO PROJECTS CONDUCTED WITHIN UNIT CAPABILITIES.

<table>
<thead>
<tr>
<th>SER</th>
<th>PROJECT</th>
<th>COMMUNITY/LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Line 9: DESCRIPTION OF CONTEMPLATED CMO PROJECTS REQUIRING OUTSIDE ASSISTANCE.

<table>
<thead>
<tr>
<th>SER</th>
<th>PROJECT</th>
<th>COMMUNITY/LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CIVIL MILITARY OPERATIONS (CMO) ESTIMATE

CIVIL MILITARY OPERATIONS ESTIMATE NO.

REFERENCES:
1. MISSION:
2. THE SITUATION AND CONSIDERATION.
   a. Intelligence Situation.
      (1) Characteristics of the Area of Operations.
          (a) Attitudes of the population.
          (b) Availability of basic necessities.
          (c) Availability of local material and personnel to support military operations.
          (d) Number of dislocated civilians within the area.
          (e) Amount and type of war damage suffered by the economy.
          (f) Status and character of civil government.
          (g) State of health of the civilian population.
      (2) Belligerents strength and dispositions.
      (3) Belligerents capabilities.
          (a) Affecting the mission.
          (b) Affecting CMO activities.
   b. Tactical Situation.
      (1) Present dispositions of major tactical elements.
      (2) Possible courses of action to accomplish the mission projected operations and other planning factors required for coordination and integration of staff estimates.
   c. Personnel Situation.
      (1) Present dispositions of personnel and administration units and installations that have an affect on the CMO situation.
      (2) Projects developed within the personnel field, which may influence CMO.
   d. Logistic Situation.
      (1) Present dispositions of logistic units and installations that an affect on the CMO situation.
      (2) Projects developed within the logistic field, which may be include in CMO.
   e. CMO Situation.
      (1) Disposition and status of Civil Military elements and related significant military and nonmilitary elements.
      (2) Current problems faced by the command.
(3) Projected impact of civilian interference with military operations.

(4) Government functions.
   (a) Public administration.
   (b) Public safety.
   (c) Public health.
   (d) Labour.
   (e) Legal.
   (f) Public welfare.
   (g) Public finance.
   (h) Public education.
   (i) Civil defense.

(5) Economic Functions.
   (a) Economic and commerce.
   (b) Food and agriculture.
   (c) Civilian supply.
   (d) Property control.

(6) Public Facilities Functions.
   (a) Public works and utilities.
   (b) Public communications.
   (c) Public transportation.

(7) Special Functions.
   (a) Displaced persons, refugees, and evacuees.
   (b) Arts, monuments and archives.
   (c) Cultural affairs.
   (d) Civil information.

f. Assumptions.

3. ANALYSIS OF COURSES OF ACTION.

4. COMPARISON OF COURSES OF ACTION.
   a. Evaluate CMO deficiencies listing advantages and disadvantages.
   b. Discuss advantages and disadvantages of each tactical course of action on CMO operations.

5. CONCLUSIONS/RECOMMENDATIONS.
   a. Indicate if mission can be supported.
   b. Indicate best course of action.
   c. List primary reasons why others are not favored.
   d. List major CMO problems.
<table>
<thead>
<tr>
<th><strong>CIMIC AREA SURVEY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POPULATION</strong></td>
</tr>
<tr>
<td>Where are the refugees originally from?</td>
</tr>
<tr>
<td>What is the size of the original population?</td>
</tr>
<tr>
<td>What is the size of the area and population that the village services in the surrounding countryside?</td>
</tr>
<tr>
<td>Why did they come here?</td>
</tr>
<tr>
<td>What is their relationship of the village with the surrounding villages?</td>
</tr>
<tr>
<td>Are they related? Do they support each other?</td>
</tr>
<tr>
<td>Are they hostile toward each other?</td>
</tr>
<tr>
<td>Is any portion of the village population discriminated against?</td>
</tr>
<tr>
<td><strong>RESOURCES</strong></td>
</tr>
<tr>
<td>What is the food and water status of the village?</td>
</tr>
<tr>
<td>Where do they get their food?</td>
</tr>
<tr>
<td>Which other means of subsistence is available?</td>
</tr>
<tr>
<td>Are the villagers farmers or herders? What is the quality of the water source?</td>
</tr>
<tr>
<td><strong>MEDICAL</strong></td>
</tr>
<tr>
<td>What is the medical status of the village?</td>
</tr>
<tr>
<td>Which services are available in the village?</td>
</tr>
<tr>
<td>What is the location of the nearest medical facility?</td>
</tr>
<tr>
<td>Is there evidence of illness and/or starvation?</td>
</tr>
<tr>
<td>Which portion of the population is affected?</td>
</tr>
<tr>
<td>What is the death rate?</td>
</tr>
<tr>
<td>Which diseases are reported in the village?</td>
</tr>
<tr>
<td><strong>ORGANIZATION/LEADERSHIP</strong></td>
</tr>
<tr>
<td>Which civilian organizations exist in the village?</td>
</tr>
<tr>
<td>Who are their leaders? Who are their leaders?</td>
</tr>
<tr>
<td>Which civil/military organizations exist in the village?</td>
</tr>
<tr>
<td>Which organization/leadership element does the general population seem to support or thrust the most?</td>
</tr>
<tr>
<td>Which organization seems to have the most control in the village?</td>
</tr>
</tbody>
</table>
### PVO/NGO/UN RELIEF AGENCIES

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which Private Volunteer Organizations are operating within the region?</td>
</tr>
<tr>
<td>Who are their leaders?</td>
</tr>
<tr>
<td>What are their capabilities? Use a separate page for each group.</td>
</tr>
<tr>
<td>Which Non Governmental Relief Organizations exist within the region?</td>
</tr>
<tr>
<td>Who are their leaders? What are their capabilities?</td>
</tr>
<tr>
<td>Which UN relief agencies operate in the village?</td>
</tr>
<tr>
<td>Who are their representatives?</td>
</tr>
<tr>
<td>Which services do they provide?</td>
</tr>
<tr>
<td>Which portion of the population do they serve?</td>
</tr>
<tr>
<td>Do they have an outreach program for the surrounding countryside?</td>
</tr>
</tbody>
</table>

### SECURITY

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the security situation in the village?</td>
</tr>
<tr>
<td>What element(s) is the source of the problems?</td>
</tr>
<tr>
<td>What types and quantities of weapons are in the village?</td>
</tr>
<tr>
<td>What are the locations of mine fields?</td>
</tr>
</tbody>
</table>

### OTHER

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which commercial or business activities are present in the village?</td>
</tr>
<tr>
<td>Which services or products do they produce?</td>
</tr>
<tr>
<td>Determine the groups in the village that are in the most need.</td>
</tr>
<tr>
<td>What are their numbers? Where did they come from?</td>
</tr>
<tr>
<td>How long have they been there?</td>
</tr>
<tr>
<td>What are their specific needs?</td>
</tr>
<tr>
<td>What civic employment projects would the village leaders like to see started?</td>
</tr>
<tr>
<td>Determine the number of families in the village.</td>
</tr>
<tr>
<td>What are their names? What is the cost of these items?</td>
</tr>
<tr>
<td>How many are there in each family?</td>
</tr>
<tr>
<td>Which food are available in the local market?</td>
</tr>
<tr>
<td>Are relief supplies being sold in the market?</td>
</tr>
<tr>
<td>Where did they come from? How long have they been there?</td>
</tr>
<tr>
<td>If so, what items, what is their source, and what is the price?</td>
</tr>
<tr>
<td>What is the size of any transient population in the village?</td>
</tr>
<tr>
<td>Which skilled labour or services are available in the village?</td>
</tr>
</tbody>
</table>
# COMMUNICATIONS SPOT REPORT

(COMSPOTREP)

<table>
<thead>
<tr>
<th>CLASS</th>
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</tr>
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<tbody>
<tr>
<td>EXER (OP)</td>
<td>SEVEN STARS – 2000</td>
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<tr>
<td>MSGID</td>
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<tr>
<td>DTG</td>
<td></td>
</tr>
<tr>
<td>FROM</td>
<td></td>
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<tr>
<td>TO</td>
<td></td>
</tr>
<tr>
<td>INFO</td>
<td></td>
</tr>
</tbody>
</table>

Unit reporting

Communication Event

Time of Event

Impact on communication

Other details

SIGNATURE OF_COMPILER

SIGNATURE OF AUTHORIZED
# COMMUNICATIONS SITUATION REPORT (COMSITREP)

<table>
<thead>
<tr>
<th>CLASS</th>
<th>MPFSEE UNCLASSIFIED</th>
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- **Unit reporting**
- **Date of report**
- **Communication situation**
- **(A) No of COMSPOTREP**
- **(B) Impact on communication**
- **(C) Other details**

**Changes**

**SIGNATURE OF COMPILER**

**SIGNATURE OF AUTHORIZED**
JAMMING REPORT

(JAMREP)

Line 1: Message identifier/reporting unit/serial number/

Line 2: TO SEEBRIG HQ /G-6/G-3 OPS/

Line 3: LOCATION OF STATION BEING JAMMED/

Line 4: FREQUENCY BEING JAMMED/

Line 5: TYPE (VOICE, MUSIC, NOISE, TONES)/

Line 6: TIME – DTG FOLLOWED BY DURATION IN MINUTES/

Line 7: STRENGTH AND EFFECT STRENGTH 1-5,
       WORKABLE/ UNWORKABLE/

Line 8: ACTION TAKEN – CHANGE FREQUENCY,
       ALTERNATE MEANS, WORK THROUGH, INCREASE
       POWER, CHANGE LOCATION/

Line 9: EXTRA INFORMATION/

NOTES

1. TRANSMIT ONLY RELEVANT SERIALS

2. SERIALS A, B, C SENT AS SOON AS POSSIBLE
ENGINEER SITUATION REPORT
(ENG SITREP)

FROM (UNIT)__________________SITREP NO_______AS AT:
DTG______

TO: HQ SEEBRIG G –7 (ENG)

1. General Situation.

2. Changes in Operational Situation.

3. Routes and Bridges.

4. Continuing affaires (sub unit breakdown of task progression).

5. Logistics.

6. Administration.

7. Commanders assessment.
OBSTACLE / MINE / EOD REPORT
(OBSREP)

LINE 1: Message Identifier / Reporting Unit / Serial Number //

LINE 2: TO HQ SSEBRIG G –7 ENGR //

LINE 3: LOCATION. (GRID REFERENCE) //

LINE 4: DESCRIPTION (TYPE, GAP, and SKETCH) //

LINE 5: REPAIR: (RECOMMENDATIONS, MATERIALS REQUIRED, MANPOWER, EQUIPMENT, TIME) //

LINE 6: DETOUR: (INOPERATION OR COULD BE CONSTRUCTED) //
ENGINEER REQUEST FORM
(ENQUEST)

FROM:

TO: HQ SEEBRIG G-7 ENG

1. Unit location. Place.
   Grid reference.

2. Task description.

3. Request.
   a. Manpower (sect or plt/hrs).
   b. Equipment (type / hrs).
   c. Resources (type / quantity).

4. Reporting details.
   a. Time.
   b. Location.
   c. POC.
ROUTE REPORT

FROM:

TO: HQ SEEBRIG G –7 ENG

1. Route recommended.

2. Surface detail and condition.

3. Check points or possible ambush areas.

4. Location (UTM coordinates) and status of bridges, tunnels, and other vulnerable positions (VP).

5. Location of harbour areas along route.

6. Areas giving air cover.

7. Possible diversion routes and detours.

8. Number of traffic points required.

9. Location (UTM coordinates) of engineer resources (sand pit, lumberyard, heavy equipment).
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PTT  POST TELEGRAPH AND TELEPHONE
PVO  PRIVATE VOLUNTEER ORGANIZATION

RAOC REGIONAL ALLIED CONTRACTING OFFICE
RC  RESPONSE CELL
RECCE RECONNAISSANCE
RFI  REQUESTS FOR INFORMATION
ROE RULES OF ENGAGEMENT
RPOD RAILWAY PORT OF DEBARKATION
RPV REMOTELY PILOTED VEHICLE
RRB REMOTE REBROADCAST
RSN ROLE SPECIALIST NATION

SAR SEARCH AND RESCUE
SACEUR SUPREME ALLIED COMMANDER EUROPE
SC STRATEGIC COMMANDER
SHAPE SUPREME HEADQUARTERS ALLIED POWERS EUROPE

SOFA STATUS OF FORCES AGREEMENT
SOF SPECIAL OPERATIONS FORCE
SOH STAFF OFFICERS HANDBOOK
SOI SIGNAL OPERATING INSTRUCTIONS
SOP STANDING OPERATING PROCEDURE
SPOD SEA PORT OF DEBARKATION
SPINS SPECIAL INSTRUCTIONS
SPT OPS SUPPORT OPERATIONS
SRSG SPECIAL REPRESENTATIVE TO THE SECRETARY GENERAL OF THE UNITED NATIONS

STANAG STANDARD NATO AGREEMENT
SQN SQUADRON

TAA TACTICAL ASSEMBLY AREA
TACOM TACTICAL COMMAND
TACON TACTICAL CONTROL
TACP TACTICAL AIR CONTROL PARTY
TAL TACTICAL AIR LIFT
TAOO TACTICAL AREA OF OPERATIONS
TAR TACTICAL AIR RECONNAISSANCE
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