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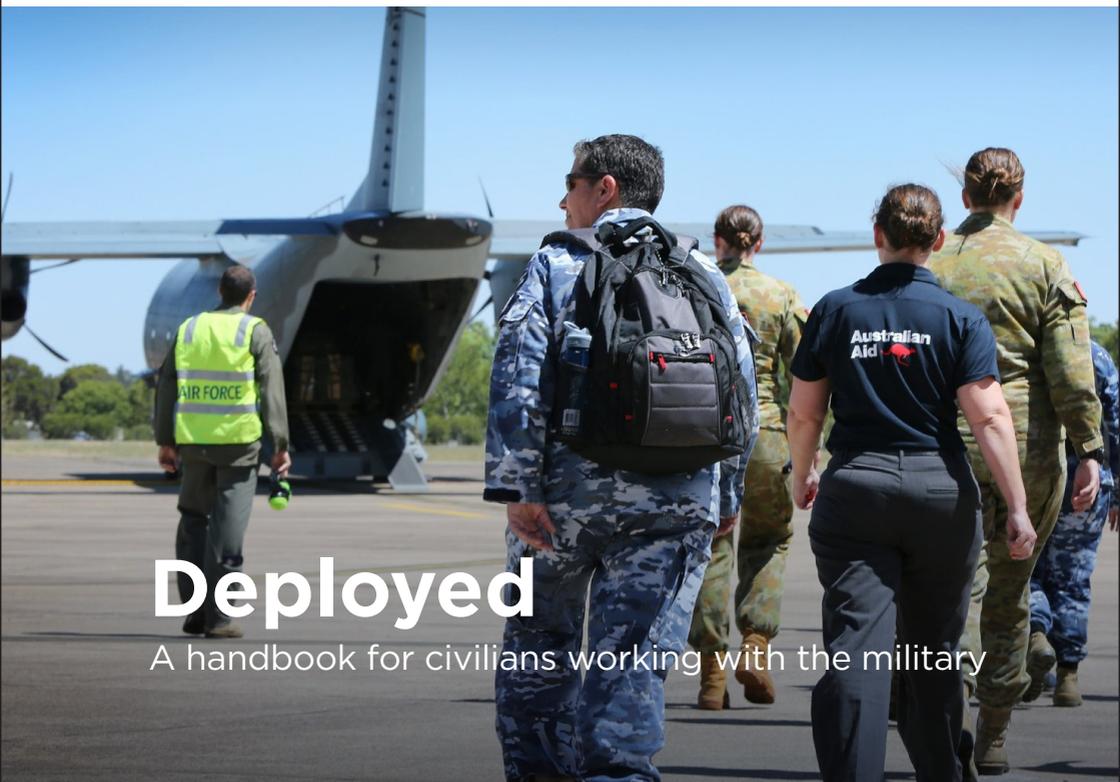
Deployed

A handbook for civilians working with the military

ACMC

Foreword

If you are reading this, you are probably about to experience one of the most challenging and exciting opportunities of your professional life. Most civilians do not expect that they will find themselves deployed with the military. Many do not count on having to work in austere and sometimes dangerous environments.

Yet, for more than twenty years, many civilians have done exactly that. They have served with great credit in places as far flung as Bougainville, Timor Leste, the Solomon Islands, Iraq and Afghanistan. They have worked in disaster response; stabilisation and reconstruction; and during the prosecution of combat operations. They have worked alongside Australian and international military forces; and with police, humanitarian workers, United Nations officials, contractors and host nation agencies.

We have learned how to maximise the benefits of this diverse workforce. We need to create the conditions for the whole to exceed the sum of its parts. The first time that you deal with the military should not be during a crisis. You need to understand how they act and think and what capabilities they bring to the whole-of-government task.

Conversely, they need to understand you.

This brief publication is an introduction to the complex business of civil-military-police integration. Hopefully, you will read it prior to an exercise, not an operation. But in either case it provides good advice. Many people have gone where you are going, and this is the distillation of their experience.

You should read this guide alongside other work from the Australian Civil-Military Centre, notably Same Space - Different Mandates: A Civil-Military-Police Guide to Stakeholders in International Disaster and Conflict Response.

A final word. This experience will not be easy. Your temper and your energies will be tested. You will often find yourself uncertain what to do next. You will not be alone. You will experience fog and friction along with everyone else. You should respect your fellow professionals; communicate with them openly; and work hard. If you win their respect in return it will mean more to you than gold. Good luck.

Alan Ryan
Executive Director

Contents

How to use this handbook

This handbook is divided into four sections.

Section 1 introduces the two broad types of deployment:

Military operations (page 1)	Military exercises (page 2)

Sections 2, 3 and 4 provide guidance for the three main stages of your deployment experience:

Before you go
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⌄

On deployment
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⌄

After you return
(page 28)

Breakout boxes provide background information about different aspects of military culture, organisation and jargon.

Throughout the handbook, you will find **practical tips** to help enhance your deployment experience.

A series of **annexes** provide supplementary information about the Australian Defence Force more generally, as well as practical guidance on packing and internet usage on deployments.

You will find a list of **suggested additional readings** on the inside back cover.

1 Types of deployment

1.1 Working alongside the Australian Defence Force on operations

Civilians work alongside the Australian Defence Force (ADF) on a range of different military operations.

The ADF conducts operations such as combat, disaster relief, and peace and stabilisation activities.

Civilians deployed in support of ADF operations may share their expertise or directly inform the decision making of military staff and commanders. For all offshore operations, short of high intensity warfare, the Department of Foreign Affairs and Trade (DFAT) plans, coordinates and leads the multiagency Australian effort.

Civilian deployments assist to achieve whole-of-government coordination. Australia applies the Integrated Approach to ensure that the multiagency effect is more than the sum of its parts.

Beyond our region, Australian civilian experts are embedded within the military headquarters of international interventions.

Civilian staff will regularly be employed within military headquarters in planning, analytical, advisory and liaison roles. Civilian roles on military operations can include:

- gender, peace and security advisers
- humanitarian advisers
- intelligence officers
- law enforcement advisers
- legal advisers
- lessons learned analysts
- liaison officers
- media advisers
- operational analysts

- police trainers
- policy advisers
- public affairs officers
- scientific advisers
- stabilisation advisers
- systems analysts.

The duration of civilian deployments will vary depending on the nature of the operation and the roles performed. A civilian may deploy for as little as several days (for example, on a disaster relief operation), or as long as several months or even years (in the case of more protracted, complex missions).

Joint Operations Command

Joint Operations Command (JOC) plans, controls and conducts the ADF's military operations joint exercises and other activities around the world.

The ADF's combined and joint task forces, and Australian contingents to UN peace operations, are subordinate to Headquarters Joint Operations Command (HQJOC).

HQJOC is led by the Chief of Joint Operations (CJOPS), who is responsible for ADF joint operational deployments.

1.2   Participating in military exercises

Civilians who participate in military exercises play an important role in helping to prepare the military for future operations. Civilian interaction with military personnel on exercises enhances interoperability between the ADF, the Department of Defence, other government agencies, International Organisations and non-government organisations (NGOs) in preparation for a real crisis. Multiagency participation in exercises enhances cross-organisational awareness and ensures that participants develop an appreciation of the distinct mandates of different organisations.

Military exercises form an essential part of the Australia's training and preparation for operations. Exercises maintain military skills at the individual, team and multi-unit level. Ultimately, exercises prepare the ADF to be deployed on operations. The process used by the ADF to prepare personnel for deployment is called the 'force generation cycle'.

Civilian agency participation in military exercises has increased over the last 10 years, strengthening Australian whole-of-government crisis prevention, preparedness and response capability.

The sophisticated nature and extent of military exercises today means that the preparation and performance of participating civilians should reflect the same high standards expected of civilians deploying on actual operations.

Depending on the scale of the exercise, you may be employed in a military exercise for around one to three weeks, but your involvement may be longer if you are closely engaged in the preparation and planning phases.

Exercise Talisman Sabre

Exercise Talisman Sabre is a major combined training exercise. This biennial exercise, which began in 2005, focuses on improving the combat readiness and interoperability of Australian forces.

Historically, Talisman Sabre exercises have been conducted across northern and eastern Australia, and within Australia's exclusive economic zone.

Exercise Talisman Sabre 2019—the eighth in the series—involved more than 34,000 personnel from Australia and the United States. Forces from Canada, Japan, New Zealand and the United Kingdom were embedded alongside ADF personnel.

Various Australian and US civilian agencies have participated in the exercise.

2 Before you go

Before you join a military exercise, you will receive a detailed 'joining instruction'. A joining instruction contains administrative guidance, including information such as where you will go, what you will need, and who will be your contact.

For a deployment on an operation you will receive a series of documents which outline the operational tasks, deployment and movement requirements, such as an Operational Order (OPORD), Tasking Order (TASKORD), Movement Order (MOVORD).

Familiarise yourself with military culture and structure

Having a basic understanding of military culture, structures and jargon before you arrive in a military headquarters can reduce 'culture shock' on deployment. It can also enhance your ability to integrate with your colleagues and ensure you are an effective member the team from the beginning.

There is no single model for a military headquarters—each will vary in its size, structures and procedures depending on many factors, including the mission.

Structures and procedures will evolve and change as lessons are learned, personnel change, and new ideas are introduced.

2.1.1 Hierarchy and rank

Military organisational structures are universally hierarchical, based on clear chains of command, and are underpinned by a rank structure. There are distinct similarities in military unit structures across international military forces. Unit and formation titles very considerably as do groupings of different force capabilities.

Information and advice flow up a chain of command, to inform decision-making and guidance. Decisions flow back down the chain to direct military actions. Figure 1 depicts a typical land force hierarchy.

> **TIP**
>
> If you have never worked in a military environment before, undertake some kind of military familiarisation training ahead of deployment. This might include participation in military exercises, military induction sessions, and visits to Australia-based headquarters or recently returned units.

Figure 1: Typical army hierarchy

Division
(led by a Major General)
10,000–30,000 personnel

Brigade

Brigade
(led by a Brigadier)
3,200–5,500 personnel

Brigade

Battalion

Battalion
(led by a Lieutenant Colonel)
300–1,200 personnel

Battalion

Company

Company

Company
(led by a Major)
80–250 personnel

Company

Company

Platoon

Platoon
(led by a Lieutenant)
Typically 15–50 personnel

Platoon

Section

Section
(led by a Corporal)
10 personnel

Section

It is important to familiarise yourself with military rank and military formations before you go on deployment.

- **Annex A** shows badges of rank and special insignia for the Australian Defence Force.
- **Annex B** gives a broad outline of military formations and hierarchy.

2.1.2 Military command structures and the general staff system

Military command structures will vary by operation. Many military headquarters within exercises and operations are joint organisations, comprising elements of all three services (Navy, Army and Air Force). You may sometimes encounter a single-service headquarters—for example, a brigade headquarters on exercise or operations may be Army only.

Military forces are employed at several levels—namely, strategic, operational and tactical. Consequently, the geographical footprint of a combined (multinational) headquarters may be in different locations within a country, spread across different countries, or at sea.

TIP

Supplement your general knowledge of military structures with specific information about the particular headquarters that you will deploy to.

As far as possible, find out in advance about the headquarters' organisational make-up, its operations and plans, rotation details, and any recent media reporting on the mission.

Who's who in a joint or combined headquarters

It is helpful for civilians to understand how the staff functions of a military headquarters work. This knowledge includes understanding how operations, planning, and civil–military cooperation (CIMIC) branches of a joint or combined headquarters fit together.

The different branches of a headquarters are indicated with a standardised letter prefix for the type of headquarters (such as 'J' for 'joint', which refers to more than one Service, or 'C' for 'combined', which refers to more than one country), followed by a number that indicates the staff function—operations is '3', plans is '5' and CIMIC is '9'. So, for example, the operations branch at a joint headquarters would be 'J3'.

FIND OUT MORE

Annex C explains the **general staff system**, which is commonly used by militaries to structure a headquarters' staff functions. The annex also outlines the **senior staff** you are likely to encounter at a headquarters.

2.1.3 The ADF's Joint Military Appreciation Process

The ADF uses the Joint Military Appreciation Process (JMAP) to conduct its planning (see Figure 2). It is essential that you align your work with the JMAP as early as possible to ensure your contributions can be considered in the planning cycle. A similar process is used by most militaries, although under different names. More detail on the JMAP is at **Annex D**.

Figure 2: Steps in the JMAP process

Constant feedback loop

1	2	3	4	5	
Scoping and framing	Mission analysis	Course of action development	Course of action analysis	Decision and concept of operations development	Plan development and execution

Joint intelligence preparation of the operational environment

Analysis of the operational environment

1. Define the operational environment
2. Describe the operational environment effects

Analysis of the threat

3. Evaluate the threat
4. Determine threat course of action

Once the JMAP is complete, the execution of a plan will be coordinated using one or more operational documents. A summary of these documents is at **Annex E**.

2.1.4 Military jargon

The military use a wide range of abbreviations and acronyms on military operations and exercises. You should familiarise yourself with the list of common abbreviations and acronyms in **Annex F** before you go.

The military has its own set of specialised terms, and everyday words can take on a specific meaning in a military context. **Annex G** contains a glossary of selected military terms that you may encounter during your deployment.

> **TIP**
>
> In addition to **Annex F**, each headquarters and each operation can have its own particular set of abbreviations and acronyms. Ask for a list of abbreviations and acronyms on arrival (a list is almost always available), and always ask for an explanation of those you do not understand.

2.2 Build your knowledge and expertise

Before you are deployed, it is critical to strengthen your subject matter expertise in your policy or practice area. You should build your background knowledge about the military operation or exercise and the context surrounding it.

2.2.1 Strengthening your subject matter expertise

It is likely you will be asked to provide guidance and advice at short notice. Being appropriately informed to deal with evolving situations, or knowing where to find out information and provide advice quickly, are important aspects of your role as a subject matter expert.

For example, if you are a humanitarian subject matter expert from DFAT, a key objective for your deployment may be to provide the ADF with an accurate picture of DFAT's civilian capability. The ADF may seek information from you about capacity and stores available for deployment. They may require a great deal of detail in this information.

Well in advance of your departure, refresh your understanding of policy and practice in your area of expertise, be up to date with the latest thinking and developments, and know where you will be able to find additional information if required.

2.2.2 Build your background knowledge

You will need a solid understanding of the operational or exercise context. You should familiarise yourself with key documents, such as international mandates, guidelines for the employment of forces, public statements by the Government and relevant country guides.

In disaster relief and stabilisation settings, it is important to understand the difference in approach between civilian, military and other organisations, such as the United Nations or the Red Cross/Red Crescent. Subtle differences in terminology may indicate vastly different approaches to, and motivations behind, a similar task.

Building background knowledge equally applies whether you are on exercises or deployments. On exercises you will need to learn the fictitious country context to be most effective. Being involved in the preplanning briefs will assist in developing this knowledge.

2.2.3 Understand the roles and objectives of the ADF and your agency

Exercises are training events aimed at testing participants ability to operate effectively in specific circumstances. The primary value of an exercise is the training and understanding it offers participants in a controlled environment.

> **TIP**
>
> Ask to see the ADF's training objectives before you participate in the exercise. You may be able to use your knowledge and expertise to inject real-world complexities and encourage adaptive problem-solving.

Exercises can familiarise you with military structures and procedures. In addition to playing key roles within the headquarters, you may be asked to:

- role-play external stakeholders within a scenario
- provide subject matter expertise on likely outcomes in response to headquarters actions and initiatives—in particular, the likely impacts of military operations on civilian activities
- assist in exercise management or development.

While it is important to know your role on exercise, you should also be prepared to show flexibility in the roles you are asked to perform during execution.

2.3 Specific considerations for military exercises

Before you go, make sure you fully understand the exercise scenario and the roles and objectives of the various military and civilian participants.

2.3.1 Understand the exercise scenario

Before an exercise begins, a scenario is developed to provide a full, but usually fictitious, background. These scenarios may not include all the information likely to be available within a 'real-life' situation.

Most military exercises will provide scenario briefing sessions and reading material in advance. You should contact the lead exercise point of contact to arrange such a briefing or obtain readings well ahead of the exercise. The scenario and activities for the exercise take months and possibly years to plan, but the execution will be played out over a much shorter timeframe, usually one to two weeks. This exercise tempo generally results in a very busy 'battle rhythm' and long working hours throughout the exercise period, as staff deal with a high number of scenario events, issues and problems in constrained timeframes.

> **TIP**
>
> Make sure you have a clear understanding of the security classification of the exercise. If you are not sure, ask your Defence counterparts or lead point of contact.

Blue, red, white and green teams—who's who on a military exercise

Military exercises use colour coding to represent different actors in a scenario. In an ADF exercise, you will be in one of the following teams:

Blue team: The force being certified, referred to as the 'training audience', effectively on the side of the Australian forces and their coalition partners.

Red team: The enemy force, sometimes drawn from Australian and allied personnel, who are tested in executing their own force tactics (alternatively, the enemy role is fulfilled by 'constructed' forces on a simulation system).

White team: The certification team plus exercise control, who design the scenario and control developments that arise. (Note: In some other contexts, 'white' can refer to the civilian population, non- government organisations, international organisations, and the host nation.)

Green team: Local civilian actors from the host country or region where the scenario is set.

2.4 Research the living conditions and pack appropriately

Accommodation on deployment and exercise can vary greatly. For example, you may occupy single bivouac shelters, multi-person tents, cabins in a ship with shared facilities, and individual ensuite accommodation in hardened buildings.

Depending on the location and nature of the headquarters, working and living conditions can also vary considerably. Conditions can be austere, including food in the form of ration packs and minimal leisure and welfare facilities. You may need to have a good level of fitness depending on the context of your deployment. For example, navigating stairs and ladders on board ships can be challenging.

The time available for attending to domestic responsibilities and undertaking basic personal administration can be severely restricted by the intense rhythm of the headquarters. Parcels can take some time to arrive if clothing or equipment is ordered by post. It is important that you pack appropriately for your deployment, making sure that you have all the essentials for your personal welfare and comfort.

Your agency and/or the ADF should make you aware of the conditions you will encounter on deployment, including difficult or challenging environmental conditions. You may also receive a specific 'kit list' for the location you will be working in. You may wish to wear a branded shirt or jacket that identifies the agency you belong to. If you have a senior executive role, or are required to brief senior officers or officials you should dress accordingly. A jacket and tie may be appropriate. You may be required to wear official ID.

In all exercise locations and in many operational environments, we recommend that you do not use a suitcase for luggage. Land-based training areas and headquarters will frequently have dirt or gravel roads and paths, while navy ships can have narrow passageways and stairs, and raised bulkheads—these all make manoeuvring a suitcase extremely difficult. Instead, you should bring all your items in a backpack (which may have wheels) or a duffel bag. Ensure that everything in your backpack is waterproofed.

As personal medical preparedness is essential, it is worth asking if there are any specific vaccinations you should take or if a course of anti-malarial medication is required. Guidance should be given, but if not, ask for advice. A visit to a travel doctor maybe required if the military do not provide vaccinations or medications.

Finally, before you depart, you should carefully manage the expectations of your family. Communication with family members may be infrequent, as many headquarters will have limited bandwidth and limited access to telephones suitable for personal calls. It is important to communicate beforehand to people at home that it is normal if you are not in touch for extended periods and that there is no particular cause for concern.

3 On deployment

3.1 Understand the headquarters and chain of command

If you are new to a headquarters, make sure you receive an induction. At a minimum you should have a tour of the facility or ship, be provided a HQ wire diagram and contact details, be briefed on battle rhythm/daily routine and receive safety briefs. You should also be introduced to colleagues during your first commander's update brief (CUB) so everyone knows who you are. Visits to and/or briefings from the staff branches may enhance your early understanding of headquarters business, processes and procedures.

> **TIP**
> To maintain effectiveness within a military headquarters, it is essential that you understand the appropriate chain of command.

The military chain of command can be hard to navigate for civilians not familiar with military structures and hierarchy. 'Shortcutting' the chain of command can result in military planners losing sight of key issues and a loss of 'joined-up' advice. It is important to keep the chain of command informed about all your activities, including if you are going to talk to someone of higher rank or outside of your chain.

> **TIP**
> Speak to other civilian staff at the headquarters. They can be a good source of information and can act as an informal sounding-board for your ideas and concerns.

3.2 Know your role and the value of your deployment

Civilian staff play an important role when deployed to a military headquarters. They offer knowledge and expertise not available within the military staff structure. For example, if it is a DFAT-led response, DFAT staff will also act as a liaison between the military and the DFAT lead. Similar responsibilities apply to police and international agency personnel.

Civilian staff can also significantly enhance relationship-building between military and non-military organisations, through their understanding of the differing aims and perspectives of various stakeholders.

3.2.1 Provide the military with clarity around your role

Do not assume the military staff at the headquarters will have a full understanding of your role and function.

You should anticipate some lack of understanding around your role. Be prepared to counter any lack of engagement or interest with clear briefings and explanations of why you have been deployed.

It is important to communicate and demonstrate your knowledge of policy and your practical experience so that your military counterparts understand the value of your contribution. It may be appropriate to give a presentation within the first few days introducing yourself and your organisation to support your contribution to in the planning process.

If you have explained your role clearly, the military will better understand the value that you bring.

> ✪ **TIP**
> Take the time to develop an 'elevator pitch' to explain your role at introductions. Your pitch should focus on how you can help the military. For example, if you are a stabilisation adviser, you might say, 'I am here to help planning that leads to civilian-led stabilisation operations'.

Often, your military colleagues will not know where you stand in the rank structure. Do not relegate yourself to the back of the room. Your advice is strategic, political or specialist by nature, and you are a key contributor to the commander's decision-making. So be empowered to speak up.

> **TIP**
>
> A large headquarters may have a number of civilian attachments, e.g. from the Department of Foreign Affairs and Trade, the Australian Federal Police, the Department of Home Affairs, or the International Policy Division of the Department of Defence. Establish who is responsible for what advice early, and stick to providing advice within your own area of expertise or responsibility.

3.2.2 Manage any differences in civilian and military perspectives

You should anticipate that some of your military colleagues may hold views on humanitarian, stabilisation or development issues that are different from your own. A certain degree of institutional friction may arise with military staff, who have differing objectives to those of civilian staff.

You may need to inform military staff on what can realistically be achieved in the civilian sphere in the short term. It can be helpful if you identify and highlight those areas where outcomes can be achieved by the military unit. This can help military planning while emphasising the much longer-term nature of other aims and activities.

> **TIP**
>
> It can also be useful to provide early briefings on civilian roles and functions to newly arrived military staff.

3.2.3 Review your role regularly

In the initial stages of your deployment, military staff within a headquarters may not fully understand the value of your contribution. You may find that you are poorly positioned within the organisation.

Additionally, the dynamic political and military nature of multinational interventions can result in changes in government policy. These range from a slow and subtle shift of emphasis to a sudden reversal of policy direction.

Periodically review your organisational position within the headquarters. It may be sensible for you to request a change to your organisational position part way through your deployment to maintain optimum effectiveness.

Check the consistency of your position, the influence and access your position provides, and your position's profile within the organisation. This may be particularly relevant for longer-term deployments but can also apply for shorter-term deployments. Discuss any proposed changes to your terms of reference with the commander and your agency.

3.3 Understand how meetings, briefings and information sharing work

It is important to understand which meetings to attend, how to give briefings and presentations in a military setting, and how information sharing works at the headquarters.

3.3.1 Identify the important meetings early

Identifying the main meetings that summarise important information will assist you to perform your role. For civilians, most of the dividends (outside of their branch meetings) will flow from sitting in on, or tuning into (IT permitting), the commander's update briefing (CUB), which usually happens daily.

You will not have enough time to attend all the numerous planning and coordination meetings you wish to, or to which you have been invited. You should concentrate on key planning groups where your expertise is essential. You should establish a network around the branches to keep your finger on the pulse of the various plans in preparation.

Ensure that people always know where to find you and how to contact you. You should provide early warning and apologies where busy or conflicting schedules prevent you from attending a key meeting. See if you can arrange for someone else to attend in your place.

If an issue is not raised at the right time, it may be difficult to action for another 24 hours. It can be a good idea to use meetings to identify that an action might be required, even if details are scarce, rather than wait until you have perfect information. This will ensure that you can take discussions offline and the action can be carried out in the necessary timeframe.

Battle rhythm

'Battle rhythm' refers to the tempo and way a military headquarters runs its day-to-day business. A typical battle rhythm consists of a daily cycle of meetings for information exchange and decision-making at all levels of command.

Military headquarters usually operate to a busy 24/7 battle rhythm, so you will often need to work long hours, and produce information and briefing material in tight timeframes.

You may be able to insert new meetings into the battle rhythm—for example, a disaster relief update and planning meeting, or a women, peace and security meeting. Many battle rhythm meetings will require input and plans for the next 24, 36, 48 and 72 hours. Be ready with plans to share and be prepared to work in between meetings to plan out the way forward.

Quickly understand the battle rhythm at your headquarters, and work within it. Set aside periods in your diary for strategic 'thinking time' in a place where you are less likely to be interrupted.

3.3.2 Calibrate your briefings, presentations and other inputs

The primary means of delivering information and advice to senior military commanders is through briefings, usually delivered as PowerPoint presentations. Each headquarters will have a set format for such presentations, and they are generally very time constrained.

Military staff have a strong preference for key information and advice to be presented in bullet-point or diagrammatic formats, with clear options and recommendations included where relevant. Some proficiency in PowerPoint is likely to prove helpful, although you should resist using PowerPoint if you think it is an inappropriate means of communicating a message or influencing your audience. Develop your presentational skills and distil advice and briefings into a clear, concise and easily digestible format. Use bullet points and diagrams wherever possible.

If you are giving a short update, expect to be questioned by the commander and have the details at hand. These meetings are as much about establishing and maintaining your reputation and credibility in the headquarters as they are about information.

> **TIP**
> Even if you have a regular slot in an update brief, do not always try to fill it. When appropriate, it is perfectly legitimate to say 'no points, no slides'.

Even routine updates to senior military staff tend to have more formality and tighter timeframes than in non-military organisations. You should be prepared for this and try to find out from military colleagues about the style and standards expected. Understand how best to inject ideas and influence within a particular headquarters or with a particular officer.

You should be prepared to challenge ideas and proposals, but wherever possible you should do so at an early point rather than wait until the final stages of a proposal, when criticism or adverse comment can be far less welcome.

Wherever possible, you should address serious disagreements with senior military officers in private in order to present a unified civilian–military face to headquarters staff and other stakeholders. Unlike in the civilian world, to seriously and publicly challenge, or argue with a senior military commander can undermine their trust and result in a breakdown in relations with military colleagues.

3.3.3 Share and manage information effectively

A military headquarters routinely collects and collates large volumes of information, often from sources inaccessible to non-military agencies. Individual branches within a headquarters often hold a wealth of information that can be helpful to civilian staff. You should talk to these branches on a regular basis in order to maintain an overall awareness of military activities and insights.

Information sharing can be severely limited by IT systems, especially between higher-level headquarters, their component commands and subordinate units. You cannot always expect those units to have access to the same systems (or subpages within the same system), or to know where to find the material if they do have access.

Bandwidth can also be a barrier to information sharing. Even if the information management and IT systems are highly effective in your headquarters, you may still need to spend a lot of time trying to find documents and emailing documents back and forth.

At some military headquarters, presentations will be saved on a shared drive, allowing for slides to be accessed by everyone following meetings. This can be a valuable resource if you are not able to attend a meeting.

> **TIP**
>
> You should continuously seek, review and use information held by your headquarters, and consider sharing it with other stakeholders. You should, however, pay close attention to security classifications and constraints, and seek advice from military security staff before releasing any information.

> **Military intelligence**
>
> The military intelligence branch at a headquarters can often provide valuable local insights into what is termed the 'human terrain'—that is, the social and cultural aspects of an operational environment.
>
> Military intelligence gathers information on who is related to whom, political, ethnic, tribal and personal affiliations and tensions, and other more sensitive information.

3.4 Engage and manage stakeholders

Stakeholder engagement and management is a critical function of civilian staff at a military headquarters.

3.4.1 Engage with local stakeholders

You should identify local stakeholders and engage with them in the early stages of your deployment. Local stakeholders will vary greatly depending on the mission and your role within it, but will include both military and civilian personnel within the mission, and external entities such as:

- international organisations
- host nation government agencies
- non-government organisations
- civil society representatives
- provincial reconstruction teams
- humanitarian actors
- local agencies.

You should have a clear understanding of all these stakeholders and their individual perspectives for an integrated approach, which meets the aims and objectives of the operation.

Wherever possible, you should seek to reinforce stakeholder engagement by securing their regular attendance at meetings, inviting them to form part of military planning teams, and where warranted be part of your input to the CUB. Building robust and routine stakeholder engagement into the battle rhythm of a headquarters is a major step toward achieving an integrated approach.

> **TIP**
>
> Stakeholder engagement may not seem to be an important consideration on military exercises. However, often the exercise planners create scenarios and add role-players in order to imitate the kind of stakeholder issues that can occur in the real world.

Civilian staff working within a military headquarters often become the natural conduit for communication between the military, local and/or external stakeholders. Humanitarian agencies may seek to avoid contact or cooperation with military forces due to concerns that such engagement may threaten or undermine their neutral and impartial status.

Overcoming challenges requires understanding, patience and diplomacy, and is a critical part of the stakeholder engagement process. It is important to make military colleagues aware of any particular challenges within stakeholder engagement to assist the shaping of activities.

Mapping stakeholder engagement

In some locations, a busy and cluttered disaster relief and stabilisation arena will contain a large number of organisations pursuing different objectives. This environment can lead to a perceived lack of coherence and linkages.

In such circumstances, civilian staff can use their unique overview and understanding of stakeholder objectives to help bring more coherence to stakeholder activities.

Where appropriate, you should consider using your stakeholder engagement to develop a 'map' (or, in military jargon, a 'common operational picture') of stakeholder activities. Such a map can highlight areas for potential military engagement, identify risks arising from poor cohesion or cooperation among stakeholders, and provide a starting point for resolving issues.

3.4.2 Assist with key leader engagement

'Key leader engagement' (KLE) is the term used to describe meetings between senior military staff and senior members of the local community. Most military headquarters will run a very busy KLE schedule in order to maintain local cooperation and cohesion at the highest levels.

KLE and 'key stakeholder engagement' (KSE) offers great opportunities for delivering important messages and gaining insights into senior stakeholder views and perspectives. If it is appropriate to your role, you should support this engagement through comprehensive pre-briefing to commanders, ensuring that all relevant issues are discussed, messages conveyed, and information obtained.

On occasion, you may identify circumstances where it would be potentially inappropriate or counterproductive for military commanders to engage with key leaders. For example, if the engagement would cut across the efforts of other stakeholders. In such circumstances, you may wish to dissuade military commanders from undertaking a particular engagement, but you will need to proceed with tact and care. Support your advice with sound reasoning, as most senior commanders see KLE as a major component of their duties.

3.5 Manage your behaviour, safety and welfare

Managing your behaviour, safety and welfare is an important aspect of enabling your duties on deployment.

3.5.1 Conduct and behaviour

While on deployment in a multinational military headquarters, you are essentially a representative of Australia. In a purely Australian headquarters, you are a representative of your agency. You should demonstrate the highest levels of professional and personal behaviour. In return, you should expect to be treated in a fair and appropriate manner by military and civilian colleagues alike.

You should report any instance of unfair or inappropriate conduct or behaviour through the chain of command and refer the matter to your agency if it is not resolved locally.

Former military staff employed as civilians can sometimes find it difficult to reconcile their new civilian status with a return to the military environment. This can occasionally result in their reverting to a more military style of work and behaviour. If you formerly worked in the military, it is important to keep in mind the very different role that you are now fulfilling as a civilian, and make any necessary adjustments in style and behaviour to maintain your independence.

3.5.2 Safety, risk management and duty of care

Be sure to consider your own personal safety while on deployment. It is essential that you follow all military security procedures, and fully understand and review the various risks and mitigation strategies that relate to your specific deployment. Within a military headquarters, such risks can range from direct enemy attack to adverse climatic conditions and local health concerns.

Under duty-of-care arrangements, you may be restricted from using certain forms of military transport unless you have received appropriate training. For example, some armoured personnel carriers require specialised roll-over training, and transport by helicopter over water may require underwater escape training.

You may also be obliged to use the services of contracted close protection teams when travelling outside the headquarters.

Such arrangements may present challenges when you are coordinating moves with military colleagues, who will have their own travel and security arrangements.

Make sure you are following the correct safety guidelines, as per the 'reception, staging, onward movement, and integration' (RSO&I) brief, when moving around day or night.

> **TIP**
>
> Ahead of deployment, find out if you will need training and qualifications to travel on certain types of military transport. Once deployed, pay particular attention to your agency's travel and close protection requirements. Carefully explain the requirements to your military colleagues and coordinate closely with them.

Finally, ensure that you look after your mental health. Find out what support your agency can provide, such as from psychologists or a staff and family support office.

Military tours of duty and rotations

Any operational military headquarters will comprise one or more military units, each of which will serve a set period of time in situ depending on national policy.

Australian units tend to deploy for 8 to 10 months, UK and European units tend to serve 6 months, while US forces are generally deployed for 12 to 15 months.

At the end of a tour of duty, the unit will move out and be replaced by a new one, a process generally known as rotation, roulement, or relief in place. This can have a major impact on the headquarters, particularly where a large proportion, or indeed all, of the military staff rotate at the same time.

The headquarters will undoubtedly undergo a period of disruption and normalisation as an incoming unit brings in new ideas, priorities and procedures.

4 After you return

After you return from deployment, be sure to provide feedback to your agency. Your feedback will help improve the transition and early effectiveness of those deploying in the future.

When formulating your feedback, ask yourself:

- what were the key lessons I learned?
- what did I get out of the deployment?
- how did the deployment contribute to my agency's objectives?
- how did the deployment contribute to broader objectives, such as enhanced civil–military coordination?
- what other aspects of the deployment might it be useful for my colleagues to know about?

Your agency can use your feedback to continuously improve the support and advice it provides to staff going on deployment.

For military exercises, you will be invited to contribute to the post-activity or post-operations report, as well as capture lessons identified. You may also have an opportunity to debrief the ADF about your experience and the training value of the exercise from a civilian perspective. Your feedback can provide a valuable contribution to improving the planning of future exercises.

> **TIP**
> Record any issues and lessons you identify as they occur, rather than trying to remember them all at the end of a busy and eventful deployment.

Annex A Australian military badges of rank

Navy

Admiral ADML	Vice Admiral VADM	Rear Admiral RADM	Commodore CDRE	Captain CAPT	Commander CMDR

Lieutenant Commander LCDR	Lieutenant LEUT	Sub Lieutenant SBLT	Acting Sub Lieutenant ASLT	Midshipman MIDN

Army

General GEN	Lieutenant General LTGEN	Major General MAJGEN	Brigadier BRIG	Colonel COL

Lieutenant Colonel LTCOL	Major MAJ	Captain CAPT	Lieutenant LT	2nd Lieutenant 2LT

Air Force

Air Chief Marshal ACM	Air Marshal AIRMSHL	Air Vice-Marshal AVM	Air Commodore AIRCDRE	Group Captain GPCAPT	Wing Commander WGCDR

Squadron Leader SQNLDR	Flight Lieutenant FLTLT	Flying Officer FLGOFF	Pilot Officer PLTOFF	Officer Cadet OFFCDT

Navy

Warrant Officer of the Navy
WO-N

Warrant Officer
WO

Chief Petty Officer
CPO

Petty Officer
PO

Leading Seaman
LS

Able Seaman
AB

Seaman
SMN

Army

Regimental Sergeant Major of the Army
RSM-A

Warrant Officer Class 1
WO1

Warrant Officer Class 2
WO2

Staff Sergeant
SSGT

Sergeant
SGT

Corporal or Bombardier
CPL/BDR

Lance Corporal or Lance Bombardier
LCPL/LBDR

No Insignia

Private
PTE

Air Force

Warrant Officer of the Air Force
WOFF-AF

Warrant Officer
WOFF

Flight Sergeant
FSGT

Sergeant
SGT

Corporal
CPL

Leading Aircraftman/ Aircraftwoman
LAC/W

Aircraftman/ Aircraftwoman
AC/W

Non-Commissioned Officer Cadet
NCOCDT

DPS: APR025/08

Annex B Military formations

The military formations directed by a military headquarters will vary from mission to mission and nation to nation. This annex briefly explains the basic components (building blocks) of hierarchies in the Royal Australian Navy, the Australian Army, and the Royal Australian Air Force.

Navy

The Royal Australian Navy (RAN) is the maritime branch of the ADF. It operates advanced vessels and aircraft to defend Australia and perform a variety of maritime duties.

The Navy's structure is not easy to define. It is flexible and its organisation is dependent on the situation. Contextually, the entire RAN is considered a Fleet. A Fleet is divided into a number of establishments, such as ship and shore. Personnel will be divided up along the same lines. A Fleet has a variety of ships, boats and vessels, which are organised into groups as described below:

Flotilla—Usually has two or more ships. However if referring to ships known as destroyers, a flotilla of destroyers has nine ships and can be further divided into two divisions of four vessels. They will be organised as required, but can be broken into divisions and subdivisions where there are three or more vessels.

Squadrons—Two or more capital ships can be organised into a squadron. This is similar to a flotilla of larger ships and, like a flotilla, they can be divided into divisions and subdivisions where there are three or more ships in the squadron.

The terms above are used in the day-to-day life of the Navy, but when it comes to tactical and strategic planning, the following terms are more likely to be encountered:

Amphibious Force—Transports ground troops from the sea and shore. It mainly consists of ships and boats capable of reaching a beach or some other disembarkation point using assets such as landing crafts. An amphibious force will usually have some armed ships to protect the force.

Task Force/Task Group—A temporary grouping of units, under one commander, formed to carry out a specific task or mission. The size will be dependent on the needs of that task and may include just ships or boats. In a wider joint military environment, it can include ships, boats, aircraft, personnel and land equipment.

Army

Division—A large military formation, usually consisting of between 10,000 and 30,000 soldiers. In most armies, a division is composed of several brigades (or regiments), and is usually commanded by a major general.

Brigade—A major tactical military formation, typically composed of three to six battalions plus supporting elements, and usually commanded by a brigadier or brigadier general. In NATO countries, a brigade will consist of between 3,200 to 5,500 soldiers.

Battalion—A military unit with 300 to 1,200 soldiers that usually consists of two to seven companies. A battalion is commanded by a lieutenant colonel (the 'commanding officer', or 'CO').

Company—Typically consists of 80 to 250 soldiers, usually commanded by a captain or major (the 'officer commanding', or 'OC'). Most companies are made up of three to six platoons.

Platoon—Generally the lowest-echelon military unit led by a commissioned officer, usually a lieutenant. Made up of two to four sections or squads, a platoon will ordinarily consist of 15 to 50 soldiers, depending on nationality, role and mission.

Section—Generally the smallest tactical unit within an army. A section is led by a non-commissioned officer, usually a corporal or a sergeant. A section is normally around 10 soldiers.

Air Force

The generic structure of Air Force's formations is based on a hierarchical organisation of groups, wings, squadrons and sections, organised along functional lines. While there are likely to be variations in the shape of each formation within a type, the structural principles listed in the table below generally apply.

Table B.1: Air Force formations, commanders and ranks

Formation		Commander		Rank
Australian Defence Force		Chief of Defence Force (CDF)		Air Chief Marshal*
Air Force		Chief of Air Force (CAF)		Air Marshal
Air Force Headquarters	Headquarters Air Command	Deputy Chief of Air Force (DCAF)	Air Commander Australia (ACAUST)	Air Vice-Marshal
Branch	Force Element Group	Director General	Commander	Air Commodore
Directorate or Centre	Wing	Director	Officer Commanding	Group Captain
Unit or Team	Squadron (Force Element)	Deputy Director	Commanding Officer	Wing Commander
	Flight	Staff Officer	Flight Commander	Squadron Leader
	Section		Officer-in-charge	Flight Lieutenant

*or other service equivalent

Annex C Organisation and structure of military headquarters

There is no single, generic organisational model for a military headquarters. Each will vary depending on the mission, national make-up, and the individual preferences of senior officers. However, military headquarters will generally have some common features, which are described in this annex.

General staff system

In a military headquarters, the general staff system provides a clear division of staff responsibilities along functional lines and allows for easy recognition of staff functions. Australia and our 'five eyes' partners (Canada, New Zealand, the United Kingdom and the United States) and most NATO countries use this system.

Under the general staff system, staff positions in a headquarters or unit are assigned a **letter prefix** corresponding to the type of headquarters, and a **number** specifying a role (see tables C.1 and C.2). For example, 'N1' would indicate a personnel officer in a naval headquarters. A second, and sometimes third, number can be added to designations to indicate cross-cutting roles—'J3/5', for example, would indicate an operations officer at a joint headquarters who also has responsibilities that cover longer-term military planning.

Remember—staff numbers are assigned according to function, not hierarchy. For example, 'C1' does not have a higher ranking than 'C2'.

Table C.1: Letter prefixes for military headquarters

Letter prefix	Type of headquarters
A	Air Force
C	Combined (multiple nations) (may also include multiple services, i.e. army, navy and/or air force)
F	Forward or deployable
G	Army or marine general staff sections within headquarters of organisations commanded by a general officer (above brigade level)
J	Joint (multiple services—a combination of army, navy and/or air force)
N	Navy
S	Army or marines executive staff sections within headquarters of organisations commanded by a field grade officer (at brigade level or below)
U	United Nations military operations

Table C.2: Numbers specifying staff roles

Number	Role	Description
1	Personnel	Encompasses personnel and administration systems, including welfare and pay
2	Intelligence and security	Gathering, analysing and exploiting information from a wide range of sources, in order to inform the decision-making and strategic direction of the headquarters

Number	Role	Description
3	Operations	Execution of broad strategic plans through military operations. This area of work is often subdivided into: • future operations, where broad strategic plans are developed and refined to produce short-term operational plans • current operations, concerned with the actual execution of operational plans • joint operations centre, where continuous monitoring and assessment of the operational environment is undertaken to maintain full situational awareness.
4	Logistics	Includes movement of personnel and equipment, supply of stores and equipment, and medical and catering support. This branch provides the main interface between the various military units and contractors delivering logistic support within an operation.
5	Plans	Longer-term planning beyond the remit of operations (see '3' above). This branch produces campaign plans, undertake campaign assessments, and coordinates military planning with other stakeholders.
6	Signals (communications and information systems)	Includes protected and classified telephone and computer systems
7	Military education and training	Establishes operational doctrine, and organises and coordinates training activities specific to the mission. A major component of the branch's work is compiling and acting on lessons learned during the mission.
8	Finance and resource management	Budget and contract management, financial propriety and governance, and handling of third-party claims against military forces
9	Civil–military cooperation	Undertakes activities to establish, maintain, influence or exploit relations with the local authorities, non-government organisations, and the civilian population

Senior staff

You are likely to encounter the following senior positions in a multinational military headquarters, although precise titles and responsibilities will vary. The senior officers are often collectively known as the 'command group' or 'command team'.

Commander

The Commander (Comd)—also called the General Officer Commanding (GOC), the Joint Force Commander (JFC), or (in US terminology) the 'Commanding General'—is the senior military officer with ultimate authority, responsibility and accountability for all aspects of the headquarters' business. All major decisions and direction will emanate from this level.

Rank can vary, but the Commander is usually a Brigadier or above, and—in a combined headquarters—is almost always appointed from the lead nation.

The term 'Commanding Officer' is not used for Australian formation commanders: it is always 'Commander'. A Commanding Officer (CO) in Australian military terminology is limited to the unit level of command (i.e. battalion and regiment), and the Commanding Officer of the headquarters is the Chief of Staff (see below). The individual ships, regiments and squadrons assigned to the headquarters will all have their own individual commanding officers. For sub-units (i.e. company and squadron, platoon and troop), the Australian Defence Force uses the term 'Officer Commanding' (OC) to differentiate it from 'Commanding Officer'. However, in the US Armed Forces, company commanders are called 'Commanding Officer', not 'Officer Commanding'.

Deputy Commander

The Deputy Commander (DComd) deputises for the Commander when required and is also allocated specific responsibilities within the headquarters. In multinational headquarters, the Deputy Commander is usually selected from a non-lead nation.

Chief of Staff

The Chief of Staff (COS) is primarily responsible for the coordination of staff effort and efficient running of the headquarters. The Chief of Staff can also be the second in command (2IC) when there is no Deputy Commander within the headquarters. The Chief of Staff is a good source of advice on working relationships and communication within the headquarters, and a useful sounding-board for new ideas.

Deputy Chief of Staff

The Deputy Chief of Staff (DCOS) is subordinate to the Chief of Staff. A headquarters may have one or more deputy chiefs of staff. The deputies are usually responsible for a broad area of work within a headquarters, reflected in titles such as DCOS (Support) or DCOS (Operations).

Assistant Chief of Staff

The Assistant Chief of Staff (ACOS) position is subordinate to a Deputy Chief of Staff or the Chief of Staff. A military headquarters often has a number of Assistant Chief of Staff positions heading up individual branches, sections or functions, sometimes replacing the Deputy Chief of Staff position. Heads of individual branches might alternatively be called 'Chief' (e.g. Chief of Operations, Chief of Plans, etc.).

Brigade Major

In a brigade-level headquarters, the Operations Branch (S3) is led by a Brigade Major (BM). (Note: The abbreviation 'DQ' is often used to refer to a deputy at a brigade-level headquarters who is responsible for personnel and logistics).

Regimental Sergeant Major

The Regimental Sergeant Major (RSM), also known as the Command Sergeant Major (CSM), is the senior non-commissioned officer within a headquarters. This position is responsible for discipline, soldier professionalism and the overall standard of the facilities. The Regimental Sergeant Major can be of great assistance in getting administrative problems sorted out such as accommodation.

Policy Adviser

The Policy Adviser (POLAD) is a civilian position, and is the senior adviser on international, regional and local political context, and on organisational policy issues as they relate to the military. In an Australian context, the Policy Adviser will normally come from the International Policy Division of the Department of Defence.

Legal Adviser

The Legal Adviser (LEGAD), who may be either a military or civilian staffer, provides specialist legal advice on a wide range of issues ranging from property ownership to rules of engagement.

Annex D ADF planning process

Australian Defence Force (ADF) military planning is grouped into two main categories.

- **Deliberate planning**, often referred to as 'contingency planning', involves developing military response options to an anticipated event or situation.
- **Immediate planning** is characterised by a quick response to an urgent threat, crisis or emergency, and can be undertaken for a new or existing operation.

A third category, called **concurrent planning**, may also be undertaken for planning additional operations while an operation is already underway, or in order to amend or extend the current operation.

Joint Military Appreciation Process

The ADF refers to its planning methodology as the Joint Military Appreciation Process (JMAP). The JMAP is a logical decision-making process that analyses all the relevant factors in a situation and coordinates all staff functions to develop the most appropriate plan of action. In other words, it is the way the ADF defines a problem and develops the most appropriate solution, ensuring that all aspects of military capability, regardless of service, are drawn upon when devising that solution.

Regardless of the type of operation or problem, the ADF will usually apply the JMAP in some form. The ADF uses the process in both deliberate and immediate planning.

The JMAP consists of five clear steps, and is supported by a joint intelligence assessment of the operational environment. Plan development and execution, although not part of the JMAP itself, is necessary to implement plans developed by the JMAP.

Joint intelligence preparation of the operational environment

The joint intelligence preparation of the operational environment (JIPOE) supports the JMAP by assisting commanders and staff to develop and maintain situational understanding. It identifies friendly and threat capabilities that are likely to affect the

mission. Identifying hazards and solutions—whether tactical, accidental, medical, occupational or environmental—is an integral part of the planning process.

In a wartime environment, the JIPOE would provide an estimate of what the enemy is likely to do, based on tactics, strengths, terrain and likely objectives. In a humanitarian context, the JIPOE might identify the status of internally displaced people, the capacity of hospitals and runways, and the likely needs of the affected population and how these might affect the mission.

Step 1. Scoping and framing

Scoping and framing is used to understand the timelines, the problem, and where the planned operation needs to get to (the end state).

Step 2. Mission analysis

Mission analysis is designed to gather as much information as possible about the available resources, limitations, constraints and risks. It results in a clear statement of the mission and intent, and forms the basis for all subsequent decision-making and planning.

During mission analysis, every effort is made to identify all the tasks that will make the mission is a success. These tasks are either 'specified' (i.e. tasks highlighted within the relevant order) or 'implied' (i.e. tasks that are not specified but must occur for the mission to succeed). For example, an order may specify that humanitarian supplies will be delivered to a population, but the order will not say that you have to first load the supplies onto the plane.

From the list of specified and implied tasks, a consolidated list of essential tasks will be developed, and these tasks will inform the next stage of planning.

Step 3. Course of action development

Course of action (COA) development identifies a range of actions that will best achieve the mission and intent of the commander. A COA is generally defined as a possible plan open to a commander that would accomplish, or is related to accomplishing, the mission.

In normal circumstances, several COAs will be developed independently in order to provide for a choice when determining a particular option. These independent COAs are fundamentally different from each other.

Step 4. Course of action analysis

The course of action analysis involves 'war-gaming' each course of action through to its intended end, to predict what may happen when a course of action is executed. This war-gaming will involve individuals or teams representing the friendly forces, the enemy and possibly civilian organisations, NGO etc. The role of the enemy team is to act independently to try and identify holes in the friendly force plan. The civilian populous team will inject likely civilian reactions which enables the planners to adapt the courses of actions, as necessary.

In the case of a disaster relief support operation, the opposition team may represent the affected population, or the host government. The detail of the war-gaming goes as far as including how the weather forecasts over the duration of the operation may affect a course of action, as well as logistical staff interjecting to highlight that they may have run out of fuel at a certain point. This can then result in an amendment to the plan, for instance, the supply of more fuel.

Step 5. Decision and concept of operations development

The final decision on which option to adopt is normally made by the commander, who uses the intelligence information and the four preceding steps in the JMAP to decide on the preferable course of action.

Plan development and execution

Plan development and execution is about finalising and implementing the operation and supporting plans.

Based on the commander's final decision and concept of operations, military staff will draw up and finalise the operational plan, supporting plans, and appropriate orders for acceptance by the superior commander.

Execution involves issuing orders, and monitoring and assessing the operation through to completion.

Annex E ADF operational documents

The Australian Defence Force uses a range of documents to organise and direct its efforts. This annex presents the various types of documents you may come across while on deployment. Knowing the various formats will help you navigate through defence paperwork to find the information you need.

- **Administrative instruction (ADMININST)**—used to coordinate action for a particular activity such as a staff development exercise, or a visit by a senior officer or public servant. It documents all planning required and is explicit as to what action is required and by whom.

- **Administrative order (ADMINORD)**—details administrative and logistic requirements. An ADMINORD will usually be in support of an OPORD, and provides greater detail about how the OPORD will be achieved.

- **Concept of operations (CONOPS)**—clearly and concisely expresses what the force commander intends to accomplish, and how it will be done using available resources. It gives an overall picture of an operation—how the actions of the force components and supporting organisations will be integrated, synchronised and phased to accomplish the mission. The concept of operations is frequently embedded in campaign and operation plans; in the latter case, particularly when the plan covers a series of connected operations to be carried out simultaneously or in succession (where the concept of operations is included primarily for additional clarity of purpose).

- **Concept plan (CONPLAN)**—in the context of joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order.

- **Deployment Order (DEPORD)** – an order issued by Chief Joint Operations to inform and authorise ADF members, Defence APS and civilian advisors of their deployment and outline associated overarching administration arrangements.

- **Execute order (EXECUTO)**—an order issued by the Chief of the Defence Force giving authority for an operation to commence.

- **Fragmentary order (FRAGO)**—an abbreviated form of an operation order that eliminates the need for restating information contained in the original OPORD. It may be issued in sections, and may contain new information or changes to the original order. A FRAGO is usually issued as needed or sometimes on a daily basis.

- **Movement Order (MOVORD)** – A MOVORD is raised by the supporting Movement Unit and provides each deploying member with information on the specific transport details to be utilised to commence their deployment.

- **Operation instruction (OPINST)**—indicates the commander's intention and possibly the overall plan, but leaves the detailed course of action to the subordinate commander.

- **Operation order (OPORD)**—a directive, usually formal, issued by a commander to subordinate commanders to achieve a coordinated, specific result during an operation.

- **Operational manning document (OMD)**—lists all personnel required to undertake a designated operation or activity.

- **Task order (TASKORD)**—disseminates specific tasks and projected targets to components, subordinate units, and command and control agencies. The task order provides specific instructions concerning the mission planning agent and other control agencies, as well as general instructions for accomplishing the mission.

- **Warning order (WNGO)**—a preliminary notice of an order or action that is to follow.

Annex F   Common military abbreviations and acronyms

This annex contains common abbreviations and acronyms that you are likely to encounter while on deployment. The list includes military-specific abbreviations and acronyms, as well as more general ones that are likely to be used in a military environment.

2IC second in command

A

A2/AD anti-access/area denial

A/C aircraft

AC-130 Hercules

ACK acknowledgment

ACMC Australian Civil–Military Centre

ADDP Australian Defence Doctrine Publication

ADF Australian Defence Force

ADMIN administration

ACOS assistant chief of staff

AEW airborne early warning

AFN approved foreign national

AGCC Australian Government Crisis Committee

AII area of intelligence interest

ALCON all concerned

AME aeromedical evacuation

ANZUS Australia – New Zealand – United States (Treaty)

AO area of operations

AOC air operations centre

AOI/AI area of interest

AOR area of responsibility

APOD aerial port of debarkation

APOE aerial port of embarkation

ASLAV Australian light armoured vehicle

ATG amphibious task group

AVN aviation

B

BDE brigade

BM Brigade Major; Brigade Operations Officer (S3)

BN battalion

BPT be prepared to

C

C2 command and control

C3 Command, control and communications

C4 C3 + computers

C4ISR C4 + Intelligence, Surveillance and Reconnaissance

C4ISREW C4ISR + Electronic Warfare

CAG Commander's Advisory Group

CAS casualty; close air support

CASEVAC casualty evacuation

CASREP casualty report

CATF commander, amphibious task force

CCIR commander's critical information requirement

CCP casualty collection point

CDF Chief of the Defence Force (Australia)

CDO commando

CER Combat Engineer Regiment

CIMIC civil–military cooperation

CIV civilian

CIVPOL civilian police

CJIATF Combined Joint Inter Agency Task Force

CJOPS Chief of Joint Operations

CLT civil liaison team

CME civil–military engagement

CO Commanding Officer

COA course of action

COG centre of gravity

CONOPS concept of operations

CONPLAN concept plan; operation plan in concept format

COS chief of staff

CSM Company Sergeant Major

CSH combat support hospital

CSSB combat service support battalion

CTF combined task force; commander, task force

CUB commander's update brief

D

D-day The day on which an operation, whether hostilities or any other operation commences or is scheduled to commence

DEPORD deployment order

DIME diplomatic, information, military, economic (a broad approach to conflict)

DTA defence training area

DZ drop zone

E

EAA evacuee assembly area

ECM electronic countermeasures

EEI essential element of information

EHC evacuee handling centre

ENDEX exercise termination

EP evacuation point

ETA estimated time of arrival

ETD estimated time of departure

EX exercise

EXORD execute order

EXPLAN exercise plan

F

FA Force Assigned

FBO faith-based organization

FFIR friendly force information requirement

FE force element

FIS foreign intelligence threat

FMC fully mission capable

FOB forward operating base; forward operations base

FORCOM forces command

FP force protection

FRAGO fragmentary order

G

GPS global positioning system

H

HADR humanitarian assistance and disaster relief

HAZMAT hazardous materials

HDM humanitarian demining

HDO humanitarian demining operations

HELO helicopter

HF high frequency

H-hour seaborne assault landing hour; specific time an operation or exercise begins

HIC humanitarian information centre

HMAS Her Majesty's Australian Ship

HN host nation

HOTO handover/takeover

HQ1Div Headquarters in 1st Division

HQAC Headquarters Air Command

HQJOC- Headquarters Joint Operations Command

HSB Health Support Battalion

HUMINT human intelligence

HVA high-value asset

HVI high-value individual

HVT high-value target

I

IAW In accordance with

ICRC International Committee of the Red Cross

ICW in coordination with

ID identification; identifier; initiating directive

IDC Inter-Departmental Committee

IDETF Interdepartmental Emergency Task Force

IDP internally displaced person/people

IE Internal Engagement

IED improvised explosive device

IFRC International Federation of Red Cross and Red Crescent Societies

INF infantry

INTREP intelligence report

IO Information Operations

IOT in order to

ISAF International Security Assistance Force

ISR intelligence, surveillance, and reconnaissance

IVO in vicinity of

J

JFHQ joint force headquarters

JFC joint force commander

JFLCC joint force land component commander

JIPB joint intelligence preparation of the battle space

JIPOE joint intelligence preparation of the operational environment

JMAP joint military appreciation process

JOA joint operations area

JOC Joint Operations Centre

JPG joint planning group

JTF joint task force

K

KIA killed in action

KLE key leader engagement

L

LAT latitude

LAV light armoured vehicle

LCC amphibious command ship; land component commander

LCM landing craft, mechanized

LCU landing craft, utility

LEGAD legal adviser

LHD landing helicopter dock, amphibious assault ship (multipurpose)

LL lessons learned

LN lead nation

LO liaison officer

LOAC law of armed conflict

LOC line of communications; logistics operations centre

LP Landing point (normally for a single helicopter

LZ landing zone

M

MAGTF Marine air-ground task force

MANPADS man-portable air defence system

MAROPS maritime operations

MASH mobile Army surgical hospital

ME main effort

MEDEVAC medical evacuation

MEF Marine expeditionary force

MEU Marine expeditionary unit

MGRS military grid reference system

MI military intelligence; movement instructions

MIA missing in action

MILAIR military airlift

MILPERS military personnel

MILSPEC military specification

MNF multinational force

MNTF multinational task force

MOA memorandum of agreement; military operating area

MOB main operating base; main operations base; mobilisation

MOU memorandum of understanding

MP military police; mission protection

MRE meal ready to eat

MSR main supply route; maritime support request

N

NAS naval air station

NATO North Atlantic Treaty Organization

NBC nuclear, biological, and chemical

NCO non-commissioned officer

NDTA non-Defence training area

NEO non-combatant evacuation operation

NFTR nothing further to report

NGO non-governmental organisation

NKE non-kinetic engagement

NLT not later than

NSTR nothing significant to report

NTM notice to move

O

OB operating base; order of battle

OC officer commanding

OFDA Office of United States Foreign Disaster Assistance (USAID)

OIC officer-in-charge

OIR operational intelligence requirements; other intelligence requirements

OP observation post

OPLAN operation plan

OPORD operation order

OPSEC operations security

ORBAT order of battle

OT&E operational test and evaluation

P

PER personnel

PIR priority intelligence/ information requirement

PLANORD planning order

PL/PLT platoon

PMA political/military assessment

POL petroleum, oils, and lubricants

POLAD policy adviser; political adviser

POW prisoner of war

PPE personal protective equipment

Q

QM quartermaster

QRF quick reaction force; quick response force

R

RAA Royal Australian Artillery

RAAC Royal Australian Armoured Corp

RAAF Royal Australian Air Force

RAE Royal Australian Engineers

RAEME Royal Australian Electrical and Mechanical Engineers

RACMP Royal Australian Corps of Military Police

RACT Royal Australian Corps of Transport

RAF Royal Air Force (UK)

RAMC Royal Australian Medical Corps

RAN Royal Australian Navy

RAR Royal Australian Regiment (Infantry)

RASigs Royal Australian Signals

RECCE reconnaissance

RECON reconnaissance

REGT regiment

RF radio frequency; reserve force; response force

RFI request for information

ROE rules of engagement

RO/RO roll-on/roll-off

RP reception point (evacuees)

RPG rocket propelled grenade

RPT report

RSM Regimental Sergeant Major

RSO&I reception, staging, onward movement, and integration

RTB return to base

RTD returned to duty

RV rendezvous

RW rotary-wing

RX receive; receiver

S

SAG surface action group

SAS Special Air Service

SAT satellite

SATCOM satellite communications

SE supporting effort

SFOR Stabilisation Force

SIG signal

SIGINT signals intelligence

SITREP situation report

SLOC sea line of communications

SME subject matter expert

SNCO senior non-commissioned officer

SOF special operations forces

SOCOMD Special Operations Command

SOFA status-of-forces agreement

SOG special operations group

SOLO Special Operations Liaison Officer

SOP standard operating procedure

SPOD seaport of debarkation

SPOE seaport of embarkation

SRO special recovery operations

SS submarine

STOL short take-off and landing

SUBJ subject

SYNC synchronisation

SYS system

T

TA target acquisition; target audience; threat assessment

TACON tactical control

TAOR tactical area of responsibility

TASKORD tasking order

TCN third country national

TF task force

TG task group

TGT target

TL team leader

TOR terms of reference; time of receipt

TRNG training

TTP tactics, techniques, and procedures

TU task unit

U

UAV unmanned aerial vehicle

UAS unmanned aerial system

UHF ultrahigh frequency

UN-CMCoord United Nations Civil–Military Coordination (humanitarian-related)

UOF use of force

UW unconventional warfare

V

VBIED vehicle-borne improvised explosive device

VHF very high frequency

W

WARNORD warning order

WEF with effect

WMD weapons of mass destruction

XYZ

XO executive officer

ZULU time zone indicator for Universal Time

Annex G Common military terms and definitions

See also the list of ADF operational documents at Annex E.

Acceptability. The joint operation plan review criterion for assessing whether the contemplated course of action is proportional, worth the cost, consistent with the law of war, and is militarily and politically supportable.

Adequacy. The joint operation plan review criterion for assessing whether the scope and concept of planned operations can accomplish the assigned mission and comply with the planning guidance provided.

Air superiority. The degree of dominance in the air battle of one force over another which permits the conduct of operations by the former, and its related land, sea and air forces at a given time and place without prohibitive interference by the opposing force.

Assumption. A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.

Base plan (BPLAN). A type of operation plan that describes the concept of operations, major forces, sustainment concept, and anticipated timelines for completing the mission without annexes or time-phased force and deployment data.

Campaign. A series of related major operations aimed at achieving strategic and operational objectives within a given time and space.

Campaign plan. A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space.

Centre of gravity (COG). The source of power that provides moral or physical strength, freedom of action, or will to act.

Clear. To remove resistance in an assigned area and/or cause an individual, group or organisation to leave a designated area; In land operations, to maintain possession of a position or area by force; In an attack, to exert sufficient pressure to prevent movement or redisposition of enemy forces.

Commander's estimate. A developed course of action designed to provide the Secretary of Defence with military options to meet a potential contingency.

Commander's required delivery date. The original date relative to C-day, specified by the combatant commander for arrival of forces or cargo at the destination; shown in the time-phased force and deployment data to assess the impact of later arrival.

Constraint. In the context of joint operation planning, a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action.

Contingency. A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority.

Contingency plan. A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command.

Course of action (COA). 1. Any sequence of activities that an individual or unit may follow. 2. A scheme developed to accomplish a mission. 3. A product of the course-of-action development step of the joint operation planning process.

Critical capability. A means that is considered a crucial enabler for a centre of gravity to function as such and is essential to the accomplishment of the specified or assumed objective(s).

Critical requirement. An essential condition, resource, and means for a critical capability to be fully operational.

Critical vulnerability. An aspect of a critical requirement which is deficient or vulnerable to direct or indirect attack that will create decisive or significant effects.

Culminating point. The point at which a force no longer has the capability to continue its form of operations, offence or defence.

Date-time group (DTG). The date and time, expressed as six digits followed by the time zone suffix at which the message was prepared for transmission (first pair of digits denotes the date, second pair the hours, third pair the minutes, followed by a three-letter month abbreviation and two-digit year abbreviation).

Decision. In an estimate of the situation, a clear and concise statement of the line of action intended to be followed by the commander as the one most favourable to the successful accomplishment of the assigned mission.

Decision point. A point in space and time when the commander or staff anticipates making a key decision concerning a specific course of action.

Decisive point. A geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success.

Deliberate planning. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation.

Deny. A tactical task to prevent enemy use of a specified thing; To prevent enemy use of an area, feature, route or facility or combat capability in a particular environment, by a physical or implied presence, firepower, obstacles, contamination, destruction or a combination of these measures; To withhold information about friendly capabilities and intentions that an enemy needs for effective and timely decision making; To prevent an individual, group, or organisation the use of space, personnel or facilities by physical and/or psychological measures; To deny access to a given area, or to prevent an advance in a particular direction.

Disrupt. A tactical task to break apart an adversary's formation and tempo, interrupt the adversary timetable or cause premature and/or piecemeal commitment of forces; To break or interrupt the flow of information between selected command and control nodes; To neutralise or destroy parts of a force in a manner that prevents is acting as a coordinated whole; The integration of fire planning and obstacles to stop an attacker on a specific avenue of approach or to prevent an enemy from exiting an engagement area.

Employment. The strategic, operational, or tactical use of forces.

Essential task. A specified or implied task that an organisation must perform to accomplish the mission that is typically included in the mission statement.

Estimate. 1. An analysis of a foreign situation, development, or trend that identifies its major elements, interprets the significance, and appraises the future possibilities and the prospective results of the various actions that might be taken. 2. An appraisal of the capabilities, vulnerabilities, and potential courses of action of a foreign nation or combination of nations in consequence of a specific national plan, policy, decision, or contemplated course of action. 3. An analysis of an actual or contemplated clandestine operation in relation to the situation in which it is or would be conducted in order to identify and appraise such factors as available as well as needed assets and potential obstacles, accomplishments, and consequences.

Feasibility. The joint operation plan review criterion for assessing whether the assigned mission can be accomplished using available resources within the time contemplated by the plan.

H-hour. The specific hour on C-day at which a particular operation commences.

Integration. The synchronised transfer of authority over units and forces to a designated component or functional commander for employment in the theatre of operations.

Implied task. In the context of joint operation planning, a task derived during mission analysis that an organisation must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the higher headquarters order.

Joint operation planning. Planning activities associated with joint military operations by combatant commanders and their subordinate joint force commanders in response to contingencies and crises.

Leverage. In the context of joint operation planning, a relative advantage in combat power and/or other circumstances against the adversary across one or more domains or the information environment sufficient to exploit that advantage.

Limiting factor. A factor or condition that, either temporarily or permanently, impedes mission accomplishment.

Line of effort (LOE). In the context of joint operation planning, using the purpose (cause and effect) to focus efforts toward establishing operational and strategic conditions by linking multiple tasks and missions.

Line of operation (LOO). A line that defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s).

Mission statement. A short sentence or paragraph that describes the organization's essential task(s), purpose, and action containing the elements of who, what, when, where, and why.

Maritime superiority. The capability of a State to establish sea control at will in any area of importance to that State; That degree of dominance of one force over another that permits the conduct of maritime operations by the former and its related land, maritime, and air forces at a given time and place without prohibitive interference by the opposing force.

Objective. 1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan.

Operational approach. A description of the broad actions the force must take to transform current conditions into those desired at end state.

Operational design. The conception and construction of the framework that underpins a campaign or major operation plan and its subsequent execution.

Operational limitation. An action required or prohibited by higher authority, such as a constraint or a restraint, and other restrictions that limit the commander's freedom of action, such as diplomatic agreements, rules of engagement, political and economic conditions in affected countries, and host nation issues.

Operational pause. A temporary halt in operations.

Operational reserve. An emergency reserve of men and/or materiel established for the support of a specific operation.

Operation plan (OPLAN). 1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment data.

Phase. In joint operation planning, a definitive stage of an operation or campaign during which a large portion of the forces and capabilities are involved in similar or mutually supporting activities for a common purpose.

Planning factor. A multiplier used in planning to estimate the amount and type of effort involved in a contemplated operation.

Reception. The process of unloading personnel and equipment from strategic or operational transport, marshalling local area transport (if required), and providing life support to the deploying personnel.

Reception, Staging, Onward Movement and Integration (RSO&I). RSO&I is the process that transitions deploying forces, consisting equipment and material arriving in theatre in to forces capable of meeting operational requirements. RSO&I is the last stage in the deployment process. RSO&I activities may take place at a Mounting Base or other logistics node as appropriate.

Restraint. In the context of joint operation planning, a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action.

Risk. Probability and severity of loss linked to hazards.

Scheme of manoeuvre. The central expression of the commander's concept for operations. This governs the design of supporting plans or annexes of how arrayed forces will accomplish the mission.

Sequel. The subsequent major operation or phase based on the possible outcomes (success, stalemate, or defeat) of the current major operation or phase.

Shape. Engage in actions that enhance the friendly force's position, delay the enemy's response, or lead the enemy into an inadequate or inappropriate response in order to set the conditions for decisive action.

Specified task. In the context of joint operation planning, a task that is specifically assigned to an organisation by its higher headquarters strategic concept. The course of action accepted as the result of the estimate of the strategic situation which is a statement of what is to be done in broad terms.

Staging. The process of assembling, holding and organising arriving personnel and equipment into units and forces, incrementally building combat power and preparing units for onward movement; providing life support for the personnel until the unit becomes self-sustaining.

Strategic estimate. The broad range of strategic factors that influence the commander's understanding of its operational environment and its determination of missions, objectives, and courses of action.

Strategic plan. A plan for the overall conduct of a war.

Supporting plan. An operation plan prepared by a supporting commander, a subordinate commander, or an agency to satisfy the requests or requirements of the supported.

Universal time. A measure of time that conforms, within a close approximation, to the mean diurnal rotation of the Earth and serves as the basis of civil timekeeping. Also called **ZULU** time. (Formerly called Greenwich Mean Time.)

Validate. Execution procedure used by combatant command components, supporting combatant commanders, and providing organizations to confirm to the supported commander and United States Transportation Command that all the information records in a time-phased force and deployment data not only are error-free for automation purposes, but also accurately reflect the current status, attributes, and availability of units and requirements.

Annex H Example packing lists—land and sea deployments

This annex provides example packing lists for land and sea deployments to exercises and operations. The lists are **not exhaustive**, and each exercise or operation will be different, so you will need to obtain packing advice tailored to your particular deployment.

Example packing list for deployment to a land-based training area

Bags

Backpack

Day pack

Soft bags (to contain and separate your gear)

Wet packs (for medication and toiletries)

Zippered laundry bag (with your name)

Clothing

Sleeping shorts/t-shirt

Jacket/jumper

Puffer vest

Gortex jacket (or similar)

Pants or trousers (incl. quick-dry pants)

Long-sleeve and short-sleeve collared shirts

Agency-branded shirt/jacket

T-shirts

Thermals

Warm long underwear (for sleeping and cold mornings)

Balaclava (for sleeping)

Undergarments

Socks

Beanie

Gloves

Set of clean clothes to travel home in

Footwear

Boots

Thongs (for shower)

Casual footwear (for off-duty hours)

Protective items

Sunscreen

Sun hat

Insect repellent

Mosquito net

Bedding and linen

Fitted single sheet

Camping pillow

Sleeping bag (comfort level to minus 10 degrees)

Sleeping bag liner

Thermal camping mat

Mat (to step onto when you get out of bed)

Bath towel

Hand/face towel

Personal effects

Personal toiletries

Medication

Personal first aid supplies

Washing powder

Moist/wet wipes

Hand sanitiser

Ear plugs

Sleep mask

Cash (small bills, coins)

Electrical equipment

Agency or personal mobile phone (Telstra preferred carrier)

Agency laptop/tablet and power pack

Charging cables

Power pack to supplement device power

Power board

USB stick

Non-electrical equipment

Head torch with battery (plus spare batteries)

Multi-tool

Clothesline

Carabiners (2–3)

Octopus straps (3–4)

Small folding stool (to sit on next to your bunk)

Small repair kit (sewing, zip ties, gaffer tape, etc.)

Notebook and pens

Water bottle

Small thermos (to have a hot drink away from a brew point)

Metal cutlery set (knife, fork and spoon)

Coffee/tea mug

Small plunger

Ziplock bags (various sizes)

Foodstuffs

Coffee and/or tea bags

Ground coffee

Food bars and/or protein bars

Trail mix

Documents

Agency photo ID

Log-in details for Defence accounts

Driver's licence

Example packing instructions for a ship deployment

- Pack everything in a soft bag—it has to be stowed away. A backpack with wheels is appropriate
- A watch—very important. You cannot rely on your phone, as you will not have it in the secure area of the ship
- A drink bottle—you get very dehydrated
- A covered coffee cup—you cannot carry liquids around the ship otherwise
- The ADF Amphibious Task Group's handbook
- Comfortable clothes—e.g. pants and polo shirts are fine, with something more formal if you have a commanders' dinner or VIP visit. All military staff are in uniform
- Flat and enclosed shoes
- Warm things—e.g. jacket, beanie, fingerless gloves, thick socks. It's very cold in the working rooms and cabins. An agency-branded jacket asserts your identity in a uniformed environment
- Clothes appropriate for the climate on land in case you are disembarking
- A small backpack—not a handbag or briefcase—to carry your papers, etc. You need hands free to climb the stairs
- Warm pyjamas
- Thongs for the shower
- A phone battery pack
- A satellite phone
- Exercise gear, including an exercise towel—no towel, no train
- Your agency photo ID
- Your official passport
- Evidence of your security clearance
- A laundry sack
- Toiletries and any medication—e.g. Panadol. Sea-sickness pills are available from the ship
- Cash—take more than you think! An on-board kiosk sells basic toiletries and snack food. It also sells t-shirts and other souvenirs. You may also have to pay wardroom amenity fees. There are vending machines for midnight snacks. All cash. No EFTPOS
- Your device (phone, tablet, laptop), pre-loaded with all your entertainment needs (movies, books, music, workout apps, games, etc)
- Bedding is provided

Annex I   Internet usage rules on ships

The following rules on internet usage on ships are adapted from the Australian Amphibious Task Group's handbook for civilian staff of government agencies.

The following rules apply when you are using the internet on board

- Take care not to interfere with official duties
- Remember operational security
- Observe reasonable duration and frequency
- Use only for a legitimate military or public interest (i.e. searching as part of education, morale, career development, etc)
- Do not reflect adversely on the Australian Defence Force
- Do not list your official email address on public websites
- Do not download any shareware, freeware, or public domain software whatsoever

Prohibited internet activity

- Distribution of copyright material without previously obtained consent of the copyright owner
- Viewing or distributing material that is racist, sexist, sexually harassing, pornographic, or might otherwise be considered offensive material
- Intentional or unlawful misrepresentation of your identity or affiliation in email communications
- Sending harassing, intimidating, abusive or offensive material to or about others that violates standards of behaviour, including, but not limited to, humour in poor taste, offensive political or religious lobbying, and pornographic material
- Causing congestion on the network by propagation of chain letters, broadcasting inappropriate messages to lists or individuals, or excessive use of the data storage space on the email server
- Installing personal software onto the network

- Connecting personal computers or devices to the network
- Using unapproved USB devices and thumb drives on the network
- Accessing internet email sites (hotmail, gmail, etc.), social media sites (Facebook, Twitter, etc) or blogs

Suggested additional readings

Some options for pre-reading include:

- ACMC: *Same Space Different Mandates — A Civil-Military-Police guide to stakeholders in international disasters and conflict response*
- ADF: *Concept Plan Regional Assist – ADF Support to a DFAT-led Humanitarian Aid/Disaster Relief (HADR) operation*
- United Nations Office for the Coordination of Humanitarian Affairs: *Asia–Pacific Regional Guidelines for the Use of Foreign Military Assets in Natural Disaster Response Operations*
- United Nations Office for the Coordination of Humanitarian Affairs: *Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief.*

Photographs in text

Page 5: Mr Nickola Pejic and Ms Charlie McDermott from DFAT work alongside Sergeant Heather Marsh of No 381 Expeditionary Combat Support Squadron at the Evacuee Handling Centre during Exercise Northern Shield (2017) in Weipa, Queensland (CPL David Said).

Page 15: Civilian and military engineers from Solomon Islands, Australia and New Zealand meet to discuss reconstruction for damaged infrastructure (POIS Phil Cullinan).

Page 29: Celia Hevesi, a DFAT humanitarian crisis response team member, places Australian Aid stickers on trunks containing family kits with Royal Australian Air Force Corporal Ben Crawford from Joint Movements Coordination Centre (CPL Bill Solomou).

Page 40: 2RAR Commanding Officer LTCOL Chris Smith (third from left) chats with DFAT personnel at the Evacuation Handling Centre during Exercise Sea Lion (2013) (ABIS Chantell Bianchi).

Figure 2: Adapted from Australian Defence Force Procedures (ADFP) 5.0.1—*Joint Military Appreciation Process*, edition 2, page 16.