ARMY, MARINE CORPS, NAVY, AIR FORCE

JTF LNO INTEGRATION

MULTISERVICE TACTICS, TECHNIQUES, AND PROCEDURES FOR JOINT TASK FORCE (JTF) LIAISON OFFICER INTEGRATION

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MULTISERVICE TACTICS, TECHNIQUES, AND PROCEDURES

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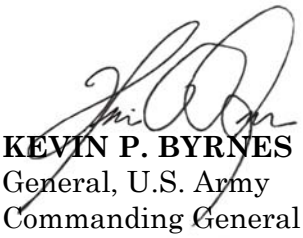

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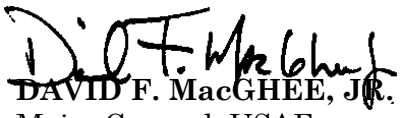

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PREFACE

1. Scope

This publication describes liaison functions and roles. It outlines the specific responsibilities of the receiving organization, the sending organization, and the liaison officer (LNO)/ LNO team. The primary focus of this publication is the assignment of LNOs from a component to a joint task force (JTF) staff.

2. Purpose

This publication provides techniques to improve all phases of JTF liaison activities. It will assist organizations sending and receiving LNOs, and lessen the LNO's learning curve during exercise and contingency operations.

3. Application

This publication is intended to provide commanders of combatant commands, JTFs, Services, and components with a single, consolidated source of techniques for conducting liaison activities.

4. Implementation Plan

Participating Service command offices of primary responsibility (OPR) will review this publication, validate the information and references, and incorporate them into Service and command manuals, regulations, and curricula as follows:

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b. This publication reflects current joint and Service doctrine. Changes in Service or joint procedures will be incorporated in revisions of this publication.

c. We encourage recommendations for improving this publication. Key your comments to specific chapters, pages, and paragraphs, and provide a rationale for each recommendation. Send comments to—

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JTF LNO INTEGRATION

Multiservice Tactics, Techniques, and Procedures for Joint Task Force (JTF) Liaison Officer Integration

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EXECUTIVE SUMMARY

JTF LNO INTEGRATION

Multiservice Tactics, Techniques, and Procedures for Joint Task Force (JTF) Liaison Officer Integration

Liaison Officer

Liaison officers (LNOs) facilitate communications between elements of a joint task force (JTF) to ensure mutual understanding and unity of purpose and action. Liaison is the most commonly employed technique to establish and maintain close, continuous, physical communications between commands. LNOs may be exchanged between higher, lower, or adjacent organizations. When working in a multinational force environment, liaison assignment should be reciprocal. Additionally, LNOs may be provided from and to government agencies, nongovernmental organizations (NGOs), or international organizations (IOs). The primary focus of this publication is LNO assignment from a component to a JTF staff.

LNO requirements are based on the command relationships established by the JTF commander and on the anticipated mission support requirements. The JTF commander has several options available to organize forces. . The JTF commander may decide to organize by Service component, functional component, subordinate JTFs, or a combination of these methods. Each of these organizational options impacts LNO requirements.

Functions

LNOs perform several critical functions that are consistent across the full range of military operations. The extent to which these functions are performed depends on the mission, as well as the charter established by the sending organization commander. The LNO has four basic functions: monitor, coordinate, advise, and assist.

a. Monitor. The LNO must monitor the operations of the JTF and the sending organization and understand how each affects the other. At a minimum, the LNO must monitor the current and planned operations, understand and monitor pertinent staff issues, and anticipate potential problems.

b. Coordinate. The understanding and procedures the LNO builds while monitoring the situation helps facilitate the synchronization of the sending unit's operations and future plans with those of the JTF.

c. Advise. The LNO is the JTF's expert on the sending command's capabilities and limitations. The LNO must be able to advise the JTF commander and staff on the optimum use of the command they represent.

d. Assist. The LNO must assist on two levels. First, the LNO must act as the conduit between the sending command and the JTF. Second, by integrating into the

JTF and attending various boards, meetings, and planning sessions, the LNO can ensure that those groups make informed decisions.

Summary

LNOs are the personal and official representatives of the sending organization commander and should be authorized direct face-to-face liaison with the JTF commander. As such, LNOs require the special confidence of the sending organization commander and the JTF commander. LNOs remain in the , of the sending organization. They are not staff augmentees or watch officers assigned to the joint operations center (JOC), and they are not full-time planners. LNOs must retain the flexibility and freedom of action required to perform the broader functions tasked by the sending organization's commander.

Choosing, preparing, and properly dispatching the LNO/LNO team is critical to his/their effectiveness. Commanders must choose the best balance between extensively preparing the LNO and expeditiously dispatching him or her to begin the task of coordinating and exchanging information. In all cases, the LNO and receiving headquarters should understand the limits of the LNO's authority. This authority is best specified in writing.

Because timing for dispatch is generally a sending commander's decision, the receiving organization must communicate any limitations or special requirements early so as to preclude potential problems. Early LNO/LNO team effectiveness results from a well-planned reception and rapid integration into the receiving staff.

LNOs are not a substitute for transmitting critical information through normal command and control (C2) channels. Likewise, LNOs are not a replacement for proper staff-to-staff coordination.

This publication provides commanders of combatant commands, JTFs, Services, and components with a single, consolidated publication to assist their efforts to place more qualified and better prepared liaison individuals and elements within a JTF. Additionally, this publication will increase the LNO's knowledge prior to exercises and operational contingencies.

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Chapter I

LIAISON OFFICER FUNCTIONS AND ROLES

During Operation Just Cause, I had good, competent liaison officers; not just to keep me informed of what their respective units were doing, but to convey to their units how the battle was going. They are crucial to success, and you have to pick your best people. They have to have the moxie to stand up in front of a two or four star general and brief him what their commander is thinking, their unit's capabilities, and make recommendations.

Lieutenant General C.W. Stiner
Commander, Joint Task Force South
Operation Just Cause

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1. Background

a. Liaison is the contact or intercommunications maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action. Liaison—usually accomplished through direct communication—reduces friction between units. Exchanging liaison officers (LNOs) is the most commonly employed technique for establishing and maintaining close, continuous, physical communications between commands.

b. The North Atlantic Treaty Organization's (NATO's) standing agreement for establishing liaison is NATO Standardization Agreement (STANAG) 2101. The aim of the agreement is to "standardize liaison procedures among NATO forces participating in multinational and/or joint land, maritime, and amphibious operations." Participating nations have agreed to use the guidelines described in this STANAG when providing and receiving LNOs. The STANAG covers the selection and military grade of liaison personnel, procedures, communications, and administrative support. The STANAG also provides an example checklist for LNOs.

c. LNOs may be exchanged between higher, lower, or adjacent units. The exchange of LNOs between United States (U.S.) and coalition military organizations should be reciprocal. Additionally, LNOs may be provided from and to government agencies, nongovernmental organizations (NGOs), or international organizations(IO). Appendix A lists organizations that may provide LNOs.

Note: This publication focuses mainly on the assignment of LNOs from a component to a joint task force (JTF) staff.

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2. Organization

The JTF commander determines LNO requirements based on command relationships and mission support requirements. Wargaming and synchronization/execution matrices can help the commander identify any special liaison requirements or modify LNO assignments throughout the operation.

a. When organizing forces, the JTF commander may decide to organize by Service component, functional component, subordinate JTFs, or a combination of these methods. Figure I-1 depicts the various organizational options available. Regardless of the organization method employed, the JTF must always include Service components that are responsible for training, equipping, and managing their respective forces assigned to the JTF.

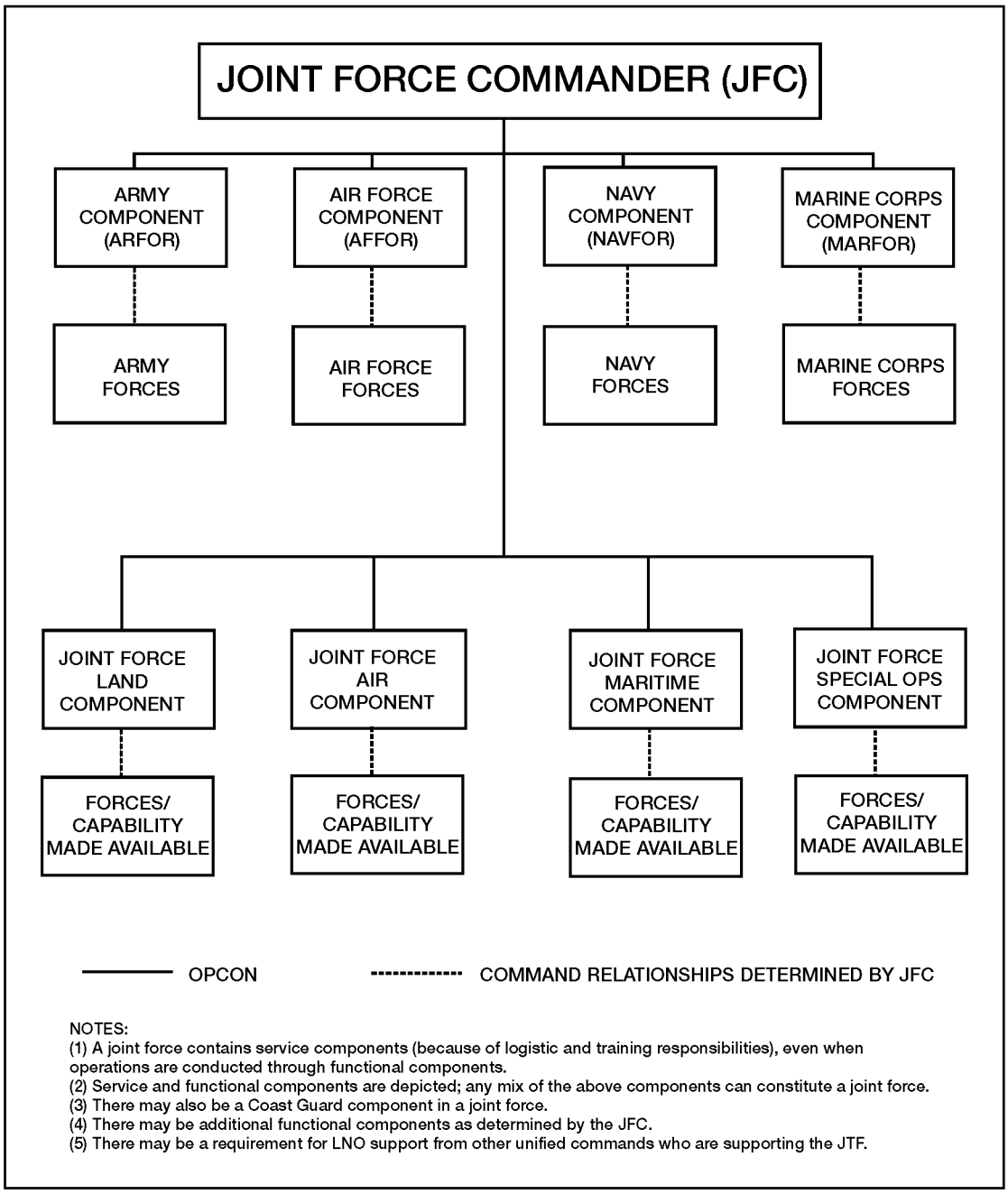

Figure I-1. Possible Components in a Joint Task Force

b. Should the JTF commander decide to organize by functional component (for example, joint force land component commander [JFLCC], joint force air component commander [JFACC], and joint force maritime component commander [JFMCC]), he or she may decide to exchange LNOs with both the Service and the functional component headquarters. Alternatively, the JTF commander may wish to have the functional component headquarters perform both the headquarters and the Service component roles. For example, the Eighth Air Force may take on the liaison responsibilities of both the JFACC and Air Force forces (AFFOR). In this case the headquarters would perform both roles, but the responsibilities would still remain distinct. During large scale air operations or multinational air operations with numerous air forces, separate LNOs may be needed.

c. Another functional option available to the JTF commander is to organize ground forces consisting of Army and Marine Corps units under a JFLCC. In this option, the JTF commander may desire to have a single liaison team represent the issues and concerns of the JFLCC as a total force. In this case, one liaison technique is to include both an Army and Marine Corps officer on the liaison team. The JFLCC then designates a senior LNO from the team to be the official spokesperson for the JFLCC. In this arrangement, each LNO must be able to represent the JFLCC as a single force and also address the particular needs of their individual Service. Also, combining Army and Marine Corps representation in a single liaison team does not obviate the need for Service component liaison representation to address the training, administration, and logistics issues of the Service component commander.

3. LNO Functions

LNOs, whether individually or in teams, perform several critical functions that are consistent across the full range of military operations. The extent to which these functions are performed depends on the mission and the charter established by the sending organization commander they represent. A successful LNO performs four basic functions: monitor, coordinate, advise, and assist.

a. Monitor. The LNO monitors the operations of both the JTF and the sending organization and understands how each affects the other. As a minimum, the LNO must know the current situation and planned operations, understand pertinent staff issues, and be sensitive to the desires of both the component commander and the JTF commander. Additionally, to lend insight to the sending commander, the LNO monitors the operating styles of the commanders and their staffs. These observations help the LNO maintain a smooth working relationship between the sending organization and the JTF headquarters. The LNO must possess the training and experience needed to understand the JTF staff process. The LNO must routinely assess where he or she needs to be during the daily operations cycle in order to stay abreast of the current situation and keep the sending organization headquarters fully informed.

b. Coordinate.

(1) The LNO helps synchronize current operations and future plans between the sending organization and the JTF. The LNO does this by coordinating with other LNOs, with members of the JTF staff, and with the parent command. The LNO should routinely meet with staff officers and commanders in the JTF headquarters and know

how to contact them readily. To enhance the communications process, the LNO should gather and send copies of JTF standing operating procedures (SOPs), organization charts, and report formats to the LNO's parent command. Likewise, the LNO can provide parent command SOPs, organization charts, intelligence products, and other useful information to the JTF. Coordination between staffs alleviates problems before they become elevated. By anticipating JTF information requirements, the LNO can help give the parent command the maximum lead time possible to prepare products. In some cases, the LNO can provide the required information from available sources, thus reducing the demands and tasks that must be communicated to the parent command. To further assist the information flow between commands, the LNO should review message addressees and distribution lists to ensure that official correspondence between commands is routed properly.

(2) The LNO is an important catalyst, facilitating effective coordination between staffs. However, the LNO's work is not a substitute for proper JTF-component staff interaction. Staff-to-staff coordination is always essential at all levels to ensure unity of effort. Similarly, established command and control (C2) procedures (such as fragmentary orders [FRAG orders], warning orders, and alert orders) are the proper method for communicating specific orders and taskings.

c. Advise. The LNO is the JTF's expert on the sending organization's capabilities and limitations. The LNO advises the JTF commander and staff on the optimum employment of the sending organization's capabilities. He or she must be available to answer—or quickly find the answers to—questions posed by the JTF staff and other units. The LNO also advises the sending commander on any JTF headquarters issues. The LNO must always remember that he or she has authority to make only those decisions that the sending organization commander authorizes. LNOs must exercise caution to ensure that they do not obligate the sending organization to taskings beyond the specified charter unless the taskings have been forwarded and approved through normal C2 channels.

d. Assist. The LNO assists on two levels. First, he or she must act as the conduit between the parent command and the JTF. Second, by participating in the JTF daily operations cycle (the daily briefing/meeting sequence, sometimes referred to as the "battle rhythm"), the LNO can answer questions from various groups (the joint targeting coordination board [JTCB], joint planning group [JPG], command group, etc.) to ensure that those groups make informed decisions. The LNO also facilitates the submission of required reports from his or her unit to the JTF.

4. Liaison Roles

The LNO is the personal and official representative of the sending organization commander and should be authorized direct face-to-face liaison with the JTF commander. As such, the LNO must have the special confidence of both the sending organization and the JTF commander. The LNO supports the JTF headquarters and can serve as a conduit of critical information to the JTF commander and staff. However, the LNO's chain of command is different from that of augmentees to the JTF staff. The LNO remains in the chain of command of the sending organization.

a. The four broad LNO functions (monitor, coordinate, advise, and assist) encompass activities that take place in many of the staff directorates, agencies, boards, and cells that may be established within the JTF headquarters. Because of their broad functions, it is frequently—but incorrectly—assumed that LNOs fill a staff role within the JTF headquarters; roles more appropriately filled by augmentees serving as full-time planners or watch officers within the joint operations center (JOC) or other staff directorates. While LNOs are closely involved in the planning process and with activities within the JOC, their function is not the same as an augmentee. Some common misconceptions about LNO functions are addressed in the following paragraphs.

(1) LNOs are not full-time planners. LNOs are often identified as "on-call" representatives to the JPG and called for when specific component or subject matter input is required. Planning, however, is just one subset of the four functions performed by LNOs—it should not dominate the LNO's time or preclude accomplishment of other LNO functions. Early in the forming process, planning may be the focus of effort within the JTF headquarters and might reasonably distract LNOs from performing their other functions. However, once in the execution phase, the LNO must retain the flexibility and freedom of action to accomplish other functions, and should not fill a staff billet better filled by a full-time planner. If the JPG or other staff directorate identifies the need for a full-time component, agency, or subject matter planner, that requirement should be identified separately within the JTF manning document.

(2) LNOs are not watch officers. LNOs are frequently assigned a workspace within the JOC. The JOC is the logical location for LNOs to monitor the execution of JTF operations and coordinate with the numerous other functional area representatives. The JOC provides a convenient area to obtain and disseminate the vast amount of critical information needed to be passed between the sending organization and the JTF staff. However, the LNO should not be expected to fulfill the responsibilities of a full-time watch officer within the JOC. For example, the Marine Corps forces (MARFOR) LNO should not be dual-hatted as the full-time amphibious operations watch officer, if such a billet is required. Although the LNO may use the JOC as the base of operations, LNO functions require an LNO presence in many locations throughout the JTF headquarters.

(3) LNOs are not a substitute for transporting critical information through normal C2 channels. The fact that the LNOs have relayed information to their respective organizations does not relieve the JTF staff of the responsibility to promulgate the same information via normal and more formal C2 means. For example, the J-3 tells the LNO that the commencement time for a particular phase of an operation is changing. The LNO, in turn, relays that information to the parent organization. The J-3 still has the responsibility to publish a timely FRAG order to disseminate that same information formally.

(4) LNOs are not a replacement for proper staff-to-staff coordination. As an example, if the JTF J-3 wants to ensure that coordinating instructions in a recently released FRAG order are clearly understood by a particular organization, then the J-3 should communicate directly with the operations officer or equivalent staff principal of that unit, rather than use the LNO as a middle-man to relay the expectations and interpretations of the two staffs.

(5) LNOs are not a replacement for augmentees or representatives.

(a) Liaisons are employed between higher, lower, and adjacent formations. They represent the sending organization's capabilities, plans, and concerns, and normally remain at the receiving organization's headquarters. Because the LNO represents the sending commander, the LNO must understand how that commander thinks; interpret the commander's messages; convey the commander's vision, intent, mission, concept of operations, and guidance; represent the commander's positions.

(b) Augmentees are individuals assigned to a specific billet within various staff directorates, agencies, boards, or cells that require specific skills or subject matter expertise. Augmentees work for the receiving commander or staff, and usually fill a requirement of the gaining organization. They are externally sourced and provide an indirect link to their sending organization. They have no command decisionmaking authority for the sending unit.

(c) Representatives work for the sending organization and provide short-term, as-required input into the planning process. They are a direct link to the sending unit commander and have limited decisionmaking authority for the sending unit. Representatives are expected to be subject matter experts for the function they represent.

b. The command role of the LNO is an essential C2 bridge between headquarters. LNOs are not a substitute for C2 channels; rather, they enhance the C2 process between headquarters. LNOs are also not a substitute for normal staff coordination; rather, they facilitate effective coordination. The LNO can significantly enhance communications between sending and receiving organizations if the command role that the LNO assumes is clearly understood by the commanders and staffs of both organizations.

5. Advantages of LNOs

. When the LNO performs functions correctly, the JTF commander and the sending organization commander realize the following advantages:

a. LNOs Facilitate Effective Communications. The classic LNO role is to represent the sending organization commander at the JTF headquarters. Also, resourceful LNOs provide valuable liaison between individual members of the JTF and the sending organization staffs. From the simplest actions of identifying a sending organization point of contact (POC), to briefing the JTF staff on a component operation, a well-prepared LNO makes things happen.

b. LNOs Gain Valuable Insights. Even in today's high-tech culture of direct, point-to-point communications and video teleconferencing (VTC), a perceptive LNO is a valuable human asset for the sending organization commander and JTF staff. The dynamics of human communications is not limited to voice and video. Often, the true slant on issues is more clearly identified in sidebar comments or in body language that does not come across on the VTC cameras.

c. LNOs Influence JTF Staff Planning and Execution. An aggressive and capable LNO ensures the sending organization's direct involvement in relevant JTF activities at the highest levels. Involvement ensures that a unit is neither overtasked nor underutilized. When the capabilities and requirements of the sending organization are

clearly articulated early-on by a skilled LNO, the most realistic and optimum uses of a sending organization's resources are brought to the table at the earliest planning stages. As the operation continues, dedicated LNO participation in the various JTF boards and agencies ensures continual sending organization involvement in JTF planning and execution.

d. LNOs May Serve an Essential Political Function. Sensitive political realities of coalition warfare may require that LNOs be exchanged between headquarters. Regardless of the perceived operational need, the presence of LNOs may help provide credible evidence of national or coalition resolve in supporting JTF objectives. In many cases, such as during the Gulf War, the LNOs were successful in helping to keep the coalition together.

6. Common Pitfalls

Common pitfalls associated with LNO functions and manpower constraints can usually be avoided. Issues to keep in mind include—

a. LNO Positions Involve Manpower Costs. Staff drawdowns and personnel turnovers are a continual concern for commanders at all levels. LNO teams add but one more requirement to competing demands for highly trained and competent individuals. Often, the same types of individuals a commander needs to supervise essential operations and planning wind up being the same individuals best qualified for LNO duty. Commander involvement in prioritizing staff manpower utilization is essential.

b. Sending the Wrong LNO is Generally Counterproductive. When an LNO lacks the essential mix of experience, rank, communicative skills, leadership, and attitude, the results can be detrimental to both commands. Ultimately, an LNO must accomplish the mission without interfering in the normal operation of the receiving headquarters. Again, commander involvement is the key to ensuring that a competent "ambassador" is identified to represent the sending organization.

c. The Size of the LNO Team Must Fit the Needs. Given competing demands for manpower in the JTF and sending organization staffs, the general temptation is to send a small LNO team. Unfortunately, LNO teams that are not adequately manned to meet mission demands or conduct sustained 24-hour operations are ineffective. High workloads inevitably lead to diminished productivity and costly errors that affect mission accomplishment. Conversely, an LNO team that is too large can place undue demands on available JTF headquarters' workspace, communications infrastructure, and other support functions.

Chapter II

RECEIVING UNIT RESPONSIBILITIES

Associate yourself with men of good quality if you esteem your reputation; for it is better to be alone than in bad company.

George Washington

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1. Background

This chapter recommends receiving command responsibilities for LNO selection and integration. These actions are presented chronologically.

2. Determining LNO Requirements

The receiving unit should identify and define requirements, for the LNO/LNO team.

a. Individual LNO Requirements. Specific requirements for an LNO/LNO team might include—

(1) Rank. The receiving unit may specify the rank desired based upon the rank structure of the receiving unit or multinational force (MNF) headquarters, or the level of responsibility and decisionmaking capability expected by the receiving commander.

(2) Service. If appropriate, the receiving unit may specify the Service desired based upon the structure of the receiving unit or MNF headquarters.

(3) Weapon system specialty. The receiving unit may request a specific military operating specialty or weapon system expertise. For example, if the receiving unit is planning to conduct an air assault forced entry, the receiving unit headquarters might request an LNO who is an assault helicopter pilot.

(4) Experience. Specific experience within a specialty may be desired. For example, if the receiving unit plans to conduct an airborne assault forced entry, an LNO with prior JTF or theater experience, or an airborne qualified LNO, may be required.

Note: The LNO represents the sending organization and should not be construed as the only ready source of information for the JTF. Although a weapon system specialty or specific operational experience might be helpful, and should certainly be considered, the sending organization should send their best overall representative.

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b. Unique Administrative Requirements. The receiving unit may have unique administrative requirements. If the sending unit is unable to comply with these specific requirements due to time or resource constraints, they should notify the receiving unit as soon as possible. Some of these administrative requirements may discqualify certain individuals from LNO duty.

(1) Medical. The receiving unity should specify any unusual or unique medical requirements. These might include—

(a) Immunizations. Immunizations above those normally required for the receiving unit location (especially important if the receiving unit is planning to move forward or change locations during the operation).

(b) Dental. Dental facilities may not be available and could have a bearing on the selection and preparation of the LNO assigned to the receiving unit.

(2) Training. Any unusual or unique training requirements should be identified and specified in the receiving unit's joining instruction message (see Appendix C). These might include—

(a) Force protection training, land mine awareness training, weapons qualification and familiarization, Global Command and Control System (GCCS) training, time-phased force and deployment data (TPFDD) training, familiarity with customs and courtesies, etc.

(b) In a multinational environment, awareness of the host-nation's military structure and religious, ethnic, and cultural sensitivities.

(3) Passport/Visa. Some locations may require a passport and/or a visa, despite the existence of status-of-forces agreements (SOFAs). If so, the receiving unit must specify these requirements and include which type is acceptable (official or civilian) before LNO deployment.

(4) Country clearances. Country clearances (found in the Department of Defense [DOD] Foreign Clearance Guide) are a routine staff action, but continue to be a source of friction. In order to expedite the clearance process, the receiving unit should inform the sending organization about the country clearance requirements and procedures.

(5) Language skills/Interpreter. Language skills and requirements for interpreters are key needs in the multinational environment. Early identification of these requirements and resolving LNO sourcing responsibility helps avoid surprises and confusion.

c. Uniform and Equipment Requirements. Geographic locations, weather conditions, and receiving unit headquarters and support facilities may dictate that LNOs bring specific personal and duty-related gear. If so, these requirements need to be negotiated between the receiving and sending organizations and should be designated in joining instructions (see Appendix B, Joint Task Force Liaison Officer Equipment Listing). These requirements may include—

(1) Individual equipment (common table of allowance-50/mobility gear/deuce gear, individual weapon, etc.). The receiving unit should inform the sending unit whether LNOs should or should not deploy with individual equipment, including weapon, chemical protective gear, or other mobility equipment, in case there is not room to store it.

(2) Communications and automated data processing (ADP) support (laptop computers, radios, secure telephone unit [STU III], satellite communications [SATCOM], facsimile [FAX], modem, etc.). The receiving unit should specify what communications and ADP equipment will be available for use by the LNO. This

information allows the sending organization to tailor the communications/ADP package it sends forward. Additionally, any limitation, such as bandwidth for VTCs, etc., should be made known up front.

(3) Compatibility of equipment and software. The receiving unit should notify the sending unit of hardware and software protocols and standards.

(4) Basic supplies (office, personal hygiene). The receiving unit should notify the sending unit of the availability (or lack thereof) of basic supplies.

d. Security Clearance Requirements. Top Secret/sensitive compartmented information (TS/SCI) clearances may be required, but are not the norm in many sending units. Receiving units must identify security clearance requirements to all sending commands.

3. Submission of LNO Request

LNO staffing is normally coordinated by the JFC's manpower and personnel directorate (J-1). The JTF headquarters submits a consolidated staffing document, usually in spreadsheet format, that articulates the LNO requirements discussed in paragraph 2. It is essential that this document be specific in its content. After the combatant command J-1 determines which command(s) will supply the LNO(s), the J-1 contacts the sending organizations' J-1/G-1/N-1/A-1 to inform them of the specific LNO requirements. If direct liaison is authorized (DIRLAUTH), the J-1 should send a written message to each sending organization that details the LNO requirements.

4. Support Requirements

The receiving organization should plan to integrate the LNO/LNO team fully into the JTF command. Considerations include—

a. Arrange for Billeting and Messing. Ensure billeting and messing arrangements are made for the LNO/LNO team.

b. Address Manpower Limitations. Clearly identify any existing manning limitations. For example, some U.S. Navy (USN) vessels have limited female berthing or there may be limited workspace available.

c. Dedicate Workspaces for the LNO/LNO Team. Ensure that sufficient workspaces are provided for the LNO/LNO team. Centrally locate the LNOs rather than dispersing them into specific receiving unit staff sections. Allocate sufficient space for the number of liaison personnel, and provide access to adequate communications and ADP equipment, telephones, and administrative supplies.

d. Provide Administrative and Service Support. Ensure that the LNO/LNO team has access to the following normal administrative support and services:

(1) Postal.

(2) Legal.

(3) Chaplain.

(4) Security.

(5) Exchange/Commissary.

(6) Finance.

(7) Medical and dental.

(8) Morale, welfare, and recreation (MWR).

e. Provide Publications and Documents to the LNOs. Ensure that the LNO/LNO team has access to sufficient publications and documents to accomplish their mission. Examples of useful documents include—

(1) Operational maps.

(2) Receiving unit SOPs.

(3) Communications security (COMSEC) information, to include the receiving unit's communications-electronics operating instructions (CEOIs).

(4) Doctrine publications and reference materials.

(5) Forms.

(6) JTF phone book.

(7) Building and area maps.

(8) JTF command organization chart with names and office symbols.

f. Provide Equipment for Follow-On Movements and Deployments. Ensure that the LNO/LNO team is adequately equipped for any follow-on movement or forward deployment of the receiving unit headquarters.

5. Communications

The receiving unit should ensure that the LNO/LNO team has access to adequate communications facilities and equipment to accomplish the mission.

a. Establish Communications Requirements. The receiving unit should plan for LNO communications requirements and include these requirements in the overall receiving unit communications plan.

b. Provide Communications Capability. If possible, the receiving unit should provide the LNO with adequate communications facilities and equipment to fulfill the sending unit commander's reporting requirements. The receiving unit should identify shortfalls in a timely fashion to enable the LNO to deploy with sufficient equipment to accomplish the mission. If the LNO is from a non-U.S. military organization, there may be a requirement to install nonstandard communications equipment in the receiving unit headquarters. The receiving unit should provide arriving LNOs with a layout of the available JTF communications network.

c. Establish Communications Connectivity with Sending Unit. Upon arrival, the receiving unit should help the LNO establish communications with the sending unit.

d. Establish GCCS Access. If possible and appropriate, the receiving unit should ensure that the LNO has dedicated access to the GCCS.

e. Establish Joint Worldwide Intelligence Communications System Access. If possible and appropriate, the receiving unit should ensure that the LNO has Joint Worldwide Intelligence Communications System (JWICS) access.

f. Establish Communications Identifiers. The receiving unit should ensure that the LNO is fully integrated into the receiving unit's classified and unclassified communications plan by providing—

(1) Office symbols appropriate and adequate for the LNO/LNO team.

(2) Entries in the message plain language address directory (PLAD), if required.

(3) Phone numbers, which should be published in the receiving unit headquarters telephone directory.

(4) Electronic mail (e-mail) accounts for all LNOs, and basic operating instructions on any receiving unit e-mail system.

6. Joining Instructions

Joining instructions should include, as a minimum, the following (See Appendix C Liaison Officer Joining Instructions for additional information):

a. Reporting Time. The receiving command should tell sending units the earliest time the LNO/LNO team may report. Actual reporting time may be identified by any mutually agreed-upon method. Some of the more common times include by phase of the operation, on a specific date/time, or when a certain critical event occurs.

b. Reporting Location. The receiving command should tell the sending unit where to send their LNOs. This might be a specific geographic location, a street address, a specific port of debarkation, a railhead or train station, a set of geographic coordinates, or merely the name of the headquarters, if commonly known.

c. Unique Administrative and Training Requirements. The receiving command should delineate unique or unusual administrative and training requirements. These might include any of the items previously mentioned.

7. Reception and Staff Integration

Absolutely critical to the successful reception and integration of the LNO/LNO team into the JTF headquarters is identifying a single staff POC who is assigned the responsibility of ensuring that the LNOs understand the JTF's operating procedures and the JFC's expectations of the LNOs. Additionally, this single staff POC should have a plan to assimilate the LNOs quickly into the JTF headquarters. A recommended staff POC is the chief of staff (COS). The special role and functions performed by the LNO/LNO team, as well as the access they require to the JFC, require the visibility and oversight of someone in the command group. The COS is normally the single best POC to ensure that LNOs are integrated into the staff and have the access needed to perform their functions. The reception and integration plan should specify how to accomplish the following:

a. Update the Situation. Brief the arriving LNO on the current receiving unit situation and mission, with particular emphasis on any changes since the LNO's departure from the sending unit.

b. Provide Access to Unit and Individual Training. Although it is the LNO's responsibility to complete all required or desired unit or individual training (for example, marksmanship, and communications familiarization) before departing from the parent organization, sometimes that training is not available due to scheduling or time constraints. If it is critical to the success of the LNO, specified training should be provided as soon as possible by the receiving organization.

c. Issue and Provide Training on Equipment. Issue any required individual equipment that may be unique to the operational environment the LNO may be working in (for example, emergency escape breathing device, life preserver, etc.). Additionally, the JTF should provide training on any technical equipment that will be used to facilitate the interaction between the LNO and the sending unit, such as the common operational modeling, planning, and simulation strategy (COMPASS).

d. Orient the LNO to the Command. The LNO should be given an orientation to the receiving command facilities and location. On several occasions, this has been effectively done by a videotape orientation followed by a walking tour. Subject areas might include-—

(1) Headquarters area—a general overview of the headquarters.

(2) Billeting/Housing area—where the LNO will be quartered.

(3) Messing area—where the LNO will be fed and the meal times.

(4) Medical and dental facilities.

(5) Transportation arrangements.

(6) Security.

(7) Communications facilities and capabilities of the JTF.

e. Provide Access to Key Groups. Ensure that the LNO has access to the receiving unit's key command and staff groups. An in-brief with the receiving unit commander may be appropriate. Quickly establish the role of the LNO as a key information conduit and facilitator. Ensure that the command relationship and chains of command among the LNO, the receiving unit, and the sending unit are clearly understood by all concerned.

f. Identify Briefings and Meetings the LNO Should Attend. Inform the LNO of the receiving unit daily operational schedule to facilitate the LNO's ability to gather and disseminate information. In addition, JTF staff planners need to be sensitive to LNO workloads when developing the operations rhythm. In most cases, the LNO will be the "critical path" in synchronizing staff briefings and meetings at the headquarters. It is very easy for individual staff sections to schedule conflicting events that require LNO participation. Ensure that the LNO knows which meetings, boards, and cells he or she is expected to participate in (for example, JPG, JTCB, VTCs, etc.).

g. Identify LNO Briefing Requirements. Inform the LNO of any requirement to speak at meetings or briefings. Generally, preparing and presenting detailed briefings

goes beyond the scope of the LNO's mission. An exception would be a detailed briefing concerning the capabilities and limitations of the LNO's parent organization. If essential and agreed upon, the receiving unit should be prepared to help the LNO prepare any formal briefing (briefing slides, point papers, etc.).

h. Identify Information Reporting Procedures. Identify the timing of any required reports that must be provided by or to the LNO. Assist the LNO in executing any reporting requirements of the sending command.

i. Include the LNO in the Planning Process. Ensure that the LNO is used to represent the sending organization during the collaborative planning process. Recognize that, because of the variety and range of his or her duties, the LNO will most likely not be able to participate full-time in such organizations as the JPG.

Chapter III

SENDING ORGANIZATION RESPONSIBILITIES AND CONSIDERATIONS

If you can fill these positions with proper officers...you might hope to have the finest Army (force) in the world.

General Robert E. Lee

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1. Background

This chapter discusses the sending organization's responsibilities and actions with respect to the LNO/LNO team. Although this publication primarily discusses sending LNOs from the components to the JTF staff, the concepts also apply to the exchange of LNOs between components. During the planning phase of an operation—normally during the synchronization of the wargaming process—liaison requirements between components and coalition partners will become more self-evident. Generally, a supporting commander should position an LNO at the headquarters of a supported commander.

2. Defining the LNO Mission

a. Responsibilities.

(1) Chapter I listed broad LNO functions and roles. The sending organization reviews those functions and roles to determine if they are sufficient, and modifies them as necessary. The sending command briefs the LNO on his or her specific responsibilities, and may formalize them in writing.

(2) The sending command should specify what decisionmaking authority it wishes to grant to the LNO. It is useful to document any decisionmaking authority in writing with a copy furnished to the receiving command.

b. LNO Team Size and Grade Structure.

(1) The size of the LNO team may vary from one person to more than ten, depending on the staffing requirements of the mission. Other factors that may affect the size and structure of the LNO team are—

(a) What are the critical warfighting functions the LNO team will need to be involved in and cognizant of?

(b) Does the receiving command have berthing and billeting limitations?

(c) Does the receiving command have workspace limitations?

(d) Does the daily operations cycle of the receiving command require the LNO to attend multiple meetings simultaneously?

(e) Will the LNO position require 24-hour representation?

(f) Will the LNO need support staffing not provided by the receiving command (for example, ADP, communications technicians, administrative assistants)?

(g) Are interpreters or language skills required?

(2) While grade structure of the LNO/LNO team is normally determined by the sending organization, the senior LNO must be senior enough to deal effectively with the JTF headquarters staff principals. For most JTFs, the staff principals are at the O-6 or O-5 level. One technique is to select the senior LNO equivalent in rank to the receiving unit's operations officer (G-3/J-3). It should be noted that it is possible for the LNO to be too senior (for example, an officer of flag rank might potentially disrupt staff interaction). More important than seniority, however, is the combination of experience and the special trust and confidence the sending commander has in the LNO. The other consideration in this regard is in coalition operations. To gain access to the commander and principal staff of allied countries may require a more senior officer than would normally be considered as necessary in strictly U.S. operations. In these situations, seniority takes on more significance when assigning LNOs.

(3) Coordination between the sending and receiving commands is essential to ensure that the LNO/LNO team is of the right size and seniority to accomplish the LNO mission.

c. Timing.

(1) Determining when to send the LNO depends on several factors:

(a) Is the LNO needed in the initial or crisis action planning phase?

(b) Will the entire LNO team be needed throughout each phase of the operation?

(c) When can the receiving command support the arrival of the LNO?

(2) As a general rule, the sooner the LNO/LNO team can be sent, the better. Early arrival may enable the LNO/LNO team to become familiar with the receiving command before critical operations occur. That said, LNO preparation is critical to the LNO/LNO team's success. The timing decision reflects a conscious tradeoff between a better-prepared LNO and one that arrives at the receiving organization's headquarters early enough to impact the planning and execution process and facilitate information flow.

3. LNO Selection Consideration

a. Personal Skills. To increase an LNO's effectiveness, the following personal traits are desirable:

(1) Accomplished briefer—experienced with and comfortable briefing flag officers.

(2) Tactful in conveying reservations or concerns from the parent organization.

(3) Excellent interpersonal skills.

(4) Proactive in staff interaction.

(5) Team player—capable of maintaining the parent unit's perspective while simultaneously integrating into the JTF staff.

(6) Straightforward and honest when conveying information between the parent organization and the receiving headquarters.

b. Command/Commander Familiarization. The LNO should be intimately familiar with the sending organization. As the commander's representative, the LNO should have an awareness of the commander's thought processes (this capability is usually derived from routine access to the commander) and completely comprehend the commander's intent. Additionally, the LNO must be familiar with the sending command's organization and SOPs in order to streamline communications procedures and expeditiously solve problems.

c. Joint Operational Experience. Although not an absolute requirement, an LNO who has prior joint or multinational experience is normally more effective in a JTF/MNF setting.

d. Administrative Requirements. The sending component must ensure that the selected LNO—

(1) Possesses the proper level of security clearance required by the receiving organization.

(2) Meets medical and immunization requirements for travel to the geographic location of the receiving organization.

(3) Obtains the passport and country clearances to meet the travel requirements specified by the receiving organization.

e. Special Qualifications.

(1) To be more effective, an LNO sent to a unit of another nation may require skills in the receiving unit's language. If an LNO with the requisite language skill is not available, an interpreter may be required. Sourcing of this interpreter should be addressed early, and it should be clearly understood between the sending and receiving organizations.

(2) Other special skills could include, but are not limited to, parachutist qualification, special weapons qualification, medical skills, etc.

Note: When dealing with other nations, the religious or ethnic background of the LNO candidate should be taken into consideration in the LNO selection process.

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4. Preparing and Training the LNO

a. Training Timelines. Each component command must anticipate the requirement to provide an LNO/LNO team to a potential JTF commander. Preparing and training the LNO must be viewed as a long-term investment to ensure mission success in the event of a contingency. Training should proceed on two distinct training timelines: long lead-time and short lead-time.

(1) Long lead-time training consists of formal professional military education courses supplemented by active participation in JTF exercises. (See Appendix D Joint Task Force Staff Training) for a list of formal schools and exercises available for LNO development.

(2) Short lead-time preparation starts when the sending organization receives notice that contingency planning has started at the receiving organization. (The LNO typically participates as a component staff member during the initial or crisis action phase of planning before deployment.) Early and active participation by the LNO during contingency planning provides the time necessary for the LNO to gain an understanding of the component commander's thought processes. Early participation also helps the LNO understand any unique staff processes, problems, or issues before he or she assumes the LNO position at the receiving command. A successful LNO must thoroughly understand the issues and challenges facing the sending unit commander and be able to represent the commander to the receiving headquarter's commander and staff successfully. Careful selection and training of the LNO are in the best interests of the sending unit commander.

b. Predeployment Preparation. The LNO/LNO team may be required to be listed in the TPFDD or integrated into the receiving unit's deployment plan. Predeployment medical and dental screening is generally required, including medical prophylaxis treatments (immunizations, malaria prophylactics, etc.). Issuance of equipment and weapons, and requisite training or qualification on the issued items, may be required.

5. LNO Support

a. General. In most cases, the following requirements will be supported by the receiving organization, but the sending organization should ensure that all areas have been addressed before dispatching the LNO/LNO team:

(1) Billeting. This may be a critical consideration, particularly when reporting onboard ship. The rank and gender of the LNO should be considered based on limitations specified by the receiving organization.

(2) Rations. Messing procedures and availability should be addressed.

(3) Transportation. Details of both arrival and departure transportation should be addressed.

(4) Follow-on requirements. Equipment, training, or administrative support initially not anticipated or required before LNO/LNO team deployment should be negotiated. Examples include uniforms and weapons for unanticipated follow-on movement of the receiving organization.

b. Funding. In most cases, funding will be handled by the sending organization, but the sending organization should ensure that funding issues are clarified in writing when practical.

c. Equipment. It is the responsibility of the sending unit to dispatch the LNO/LNO team with the required organic administrative and communications support. Coordination with the receiving unit can ease the requirements, but as a guideline, the LNOs should consider the following:

(1) Deploying with laptop computer(s) and portable printer(s) is a good idea, as many receiving headquarters may not have equipment in excess of their own requirements. Ensure that the computer software is compatible with both the sending and the receiving headquarters. Computers and discs should be verified to be virus free before deployment, and antivirus software should be installed for periodic scanning and virus removal.

(2) While the receiving headquarters may provide copier and messaging services, this may not be the case if deploying to a multinational or allied headquarters or to a nonmilitary organization. Clarify requirements and availability before deployment.

(3) Access to e-mail/SECRET Internet Protocol Router Network (SIPRNET)/GCCS may not be available. Clarify any requirement for SIPRNET/GCCS access.

(4) Secure telephone capabilities may not be available. Clarify any requirement to deploy with an STU III.

(5) Secure radio/SATCOM capability may not be available. Clarify any requirement for the LNO/LNO team to deploy with organic capability.

(6) Special uniforms, equipment, or weapons may be required. Conversely, such items may not be desired if deploying to an embarked headquarters or to a civilian agency. Clarify any requirement for the LNO/LNO team to deploy with special uniforms, equipment, or weapons.

(7) Copies of applicable publications, directives, orders, formats, and logs should accompany the LNO/LNO team if their availability at the receiving organization cannot be assured or if the items are specific to the sending organization.

d. Coordination. Nothing can replace close coordination between sending and receiving organizations to validate requirements and clarify expectations.

e. Information Flow. In order to be effective as a command representative, the LNO needs the macro-level picture from the sending organization. Too often, the sending organization's staff sends voluminous branch plans, a concept of operations (CONOPS), or complex briefings. The heavy detail work should be accomplished by direct staff-to-staff communications. Furthermore, the high workload at the JTF headquarters does not give even the best LNOs time to sift through extensive briefing slides to grasp the most relevant issues. One proven technique is to screen the standard LNO briefing slides that are part of the sending organization commander's daily update.

Chapter IV

LIAISON OFFICER RESPONSIBILITIES

The best executive is one who has sense enough to pick good people to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.

Theodore Roosevelt

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1. Background

Maintaining effective liaison is the responsibility of all concerned. This chapter addresses the specific responsibilities of the LNO. The chapter is divided into four major sections: LNO responsibilities before deployment, LNO responsibilities upon arrival at the receiving organization, LNO responsibilities during the actual operation, and LNO responsibilities associated with redeployment.

2. Before Deployment

Adequate preparation and coordination is key to the success of the liaison activity. The LNO must be an integral part of the planning process and fully understand the sending organization commander's intent. Before deployment, the LNO should—

a. Completely understand the mission, the LNO function, the commander's expectations, the LNO's specific responsibilities to the sending and receiving organizations, and the command relationship that will exist between the sending and receiving organizations, and among the other major commands participating in the operation.

b. Become familiar with potential issues of the sending command, including specific issues and information requirements from each staff section.

c. Know the current situation of the sending organization, including the sending organization commander's intent, commander's critical information requirements (CCIR), TPFDD issues, and the commander's CONOPS.

d. Contact the receiving organization headquarters to determine if there are any special requirements, including equipment, operations security (OPSEC) applicable to the mission, arrangements for communications and transportation, credentials for identification, appropriate security clearances or documents,, and any peculiar requirements (language, interpreter, customs, etc.) associated with multinational units, if applicable. The receiving unit may or may not publish joining instructions.

e. Understand the communications connectivity and software requirements.

f. Become familiar with the capabilities, employment doctrine, and operational procedures of the sending and receiving organizations. Complete, detailed information on the operational environment, as well as background information on the receiving organization, is critical to the LNO's success.

g. If assigned to an allied headquarters, become familiar with that nation's customs, as well as with the peculiarities of the allied headquarters. Additionally, when

working in a multinational headquarters, the LNO must clearly understand alliance or international agreements that govern the participation of allied forces in the operation.

h. Prepare a command-specific capabilities and limitations briefing (for example, unit locations, combat readiness factors, personnel strengths, logistics considerations, map overlays, etc.) for presentation to the JTF commander and staff.

3. Upon Arrival

Upon arrival, the LNO in-processes and verifies the concept of operations with the JTF commander and staff. The LNO integrates with the JTF staff and begins to perform his or her duties, as required. Specific responsibilities include—

a. Report to the JTF commander and staff principal who has cognizance over liaison personnel (i.e., deputy commander, joint task force [DCJTF], COS, or J-3).

b. If not previously obtained, collect and review appropriate JTF SOPs. Check with appropriate staff sections to determine if SOPs have been modified to support current operations.

c. Quickly establish rapport with the JTF commander and staff. Identify issues between the sending and receiving organizations that are evident upon arrival and address them with the appropriate staff directorates.

d. Review the support arrangements.

e. Identify what daily and special briefings to attend, and establish a schedule for reporting information and providing situation updates to the sending and receiving organizations.

f. Be prepared to brief the JTF commander and staff on the sending organization's capabilities, limitations, present unit locations, and status of forces.

g. Establish communications with the sending organization and provide reliable primary and alternate 24-hour phone numbers.

4. During Deployment

The LNO must maintain effective rapport with the JTF commander and staff without assuming the perspective of the JTF commander and staff. The successful LNO understands the expectations of the sending and receiving organizations, is proactive, and asks only for needed information. Specific responsibilities include—

a. Determine how the sending organization will be employed (for example, mission, unit location, future locations, future operations, commander's intent, etc.) and report on all matters within the scope of the mission at hand. In order to carry out this function, the LNO must be kept informed of the parent organization's situation and make that information available to the JTF staff. Accuracy is critical. This proactive atmosphere is especially critical for LNOs of attached or supporting units.

b. Regularly report to the sending organization, providing any information deemed appropriate (for example, debrief daily meetings attended, summarize JTF planning effort with respect to the sending organization, provide recommendations to the sending organization, etc.).

c. Maintain an accurate journal of all situation reports (SITREPs) submitted, actions taken, and information received from or sent to the sending organization.

d. Report immediately to the sending organization if unable to accomplish the liaison mission. If possible, provide a recommendation of how the adverse situation can be rectified.

e. Ensure that the LNO's location at the JTF headquarters is known at all times. For example, ensure that the JOC duty officer is kept informed of all daily activities.

Note: LNO accountability should be within the directorate or shop assigned, unless otherwise directed. If the LNO is working in the J-3, the J-3 should maintain accountability for the LNO/LNO team for force protection purposes.

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f. Represent the sending organization in JTF staff meetings, commander's updates, and intelligence updates. Be prepared to offer recommendations and comments on developing plans or courses of action as they apply to the sending or supporting units.

g. Be prepared to brief the current status of the sending organization at the JTF commander's daily updates and other appropriate planning group meetings, as required.

h. Maintain a comprehensive POC listing of both JTF headquarters' staff and other pertinent commands. At a minimum, the POC listing should include the names of key personnel, their positions on the staff, and the best means of making contact.

i. Maintain continuous situational awareness of the JTF planning and execution cycles in order to ensure that the sending organization is properly employed. The LNO must keep abreast of all significant problems experienced by the sending organization that could affect operations of other commands, and vice versa. Ensure that this information is conveyed to the appropriate JTF staff personnel and provide recommendations to optimize the employment of the sending organization.

j. Offer clear, concise, and accurate information and recommendations in a timely manner to the JTF staff and the sending organization. The LNO should always ask—

(1) Does my unit know?

(2) Will we have a need for it?

(3) Is it important to my commander?

(4) Who else needs to know?

(5) Is this an appropriate mission for my unit?

(6) Does it support the overall plan?

(7) Is it operationally feasible for my unit?

(8) Are the required resources available to execute?

5. Redeployment

At the completion of the liaison tour, the LNO is expected to execute the following responsibilities:

a. Prepare equipment and other items for shipment, ensuring that all classified material is properly destroyed or transferred to the sending organization. Complete the appropriate JTF checkout procedure. If the LNO is being replaced, schedule appropriate in-briefs for the incoming LNO and ensure that a comprehensive turnover package is prepared and delivered.

b. Outbrief with the JTF commander and other members of the headquarters staff, as appropriate. This outbrief should include, but not be limited to, an evaluation of the LNO's employment during the deployment period, feedback on the flow of information both into and out of the organization, a self-evaluation of the LNO's contribution to the JTF staff, and identification of any remaining, unresolved issues or sending organization requirements.

c. Construct an in-depth after-action report (AAR) that summarizes the deployment regarding the LNO's responsibilities that were previously noted. This report should contain a comprehensive listing of the deployment lessons learned. The LNO is also responsible to interface with the JTF COS to develop specific lessons learned that will be incorporated into the joint after-action report (JAAR) for the exercise or operation.

d. Report to the sending commander upon return and backbrief on the complete LNO mission. The LNO should promptly transmit any requests from the JTF commander and forward the AAR for review.

Appendix A

LIAISON OFFICER ENCYCLOPEDIA

1. Background

This appendix provides a listing and brief explanation of the organizations that may exchange LNOs. Also, references are provided in which greater detail may be obtained about these organizations.

2. LNOs to JTF Headquarters from U.S. Military Organizations

The following U.S. military organizations may provide LNOs to a JTF headquarters:

a. Army Forces (ARFOR). Service component command consisting of U.S. Army forces. See Joint Pub 3-33, *Joint Force Capabilities*.

b. Marine Corps Forces (MARFOR). A Service component command consisting of U.S. Marine Corps forces. See Joint Pub 3-33, *Joint Force Capabilities*.

c. Air Force Forces (AFFOR). A Service component command consisting of U.S. Air Force forces. See Joint Pub 3-33, *Joint Force Capabilities*.

d. Navy Forces (NAVFOR). A Service component command consisting of U.S. Navy forces. See Joint Pub 3-33, *Joint Force Capabilities*.

e. Coast Guard Forces (CGFOR). A Service component command consisting of U.S. Coast Guard forces. See Joint Pub 3-33, *Joint Force Capabilities*.

f. Joint Force Air Component Commander (JFACC). A functional component command that may be appointed by the JTF commander to plan, direct, and control joint air operations. See Joint Pub 3-30, *Command and Control for Joint Air Operations*.

g. Joint Force Land Component Commander (JFLCC). A functional component command that may be appointed by the JTF commander to plan, direct, and control joint land operations. See Joint Pub 3-31, *Command and Control for Joint Land Operations*.

h. Joint Force Maritime Component Commander (JFMCC). A functional component command that may be appointed by the JTF commander to plan, direct, and control joint maritime operations. See Joint Pub, 3-32, *Doctrine for Command and Control of Joint Maritime Operations*.

i. Joint Special Operations Task Force (JSOTF). A joint task force composed of special operations units from more than one Service, formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. The JSOTF may have conventional units attached to support the conduct of specific missions.

j. Joint Force Special Operations Component Commander (JFSOCC). A functional component command that may be appointed by the JTF commander to plan, direct, and control joint special operations. The JFSOCC may provide a special operations command and control element (SOCCE) to integrate special operations—excluding psychological operations and civil affairs—with land or maritime operations. See Joint Pub 3-05, *Doctrine for Joint Special Operations*.

k. Joint Psychological Operations Task Force (JPOTF). A functional component command that may be appointed by the JTF commander to plan, direct and control joint psychological operations. See Joint Pub 3-53, *Doctrine for Joint Psychological Operations*.

l. Psychological Operations Assessment Team (POAT). The POAT is a team of experienced psychological operations soldiers that can develop an on-site assessment of PSYOP requirements during emerging or ongoing operations. The POAT can also be tasked to serve as the advanced echelon (ADVON) for deploying elements of a joint psychological operations task force, or to serve as an LNO team from the JPOTF to various components within the JTF.

m. Joint Civil-Military Operations Task Force (JCMOTF). A joint task force composed of civilian and military elements from more than one Service or U.S. agency formed to perform civil-military operations in support of a JTF. See Joint Pub 3-07.6, *Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance* and Joint Pub 3-57, *Joint Doctrine for Civil-Military Operations*.

n. Civil-Military Operations Center (CMOC). A center that may be established by the JTF commander to integrate and harmonize the various political, humanitarian, and military aspects of a mission. Supported largely by the JCMOTF, the CMOC is the on-ground nerve center for civil-military operations interface with all non-DOD U.S. Government agencies, nongovernmental organizations (NGOs), international organizations(IOs) and other government agency counterparts. See Joint Pub 3-07.6, *Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance*.

o. Humanitarian Assistance Survey Team (HAST). A team that may be organized and deployed by the combatant commander to acquire information required for operation plan development. The HAST may also provide liaison to a newly formed JTF. See Joint Pub 3-07.6, *Joint Tactics, Techniques, and Procedures for Foreign Humanitarian Assistance*.

p. Transportation Command (TRANSCOM). A combatant command with functional responsibilities for intertheater land, sea, and air transportation. See the 4-0 Logistics series of joint publications.

q. Strategic Command (STRATCOM). A combatant command with functional responsibilities for strategic nuclear deterrence. See Joint Pub 3-12, *Doctrine for Joint Nuclear Operations*.

r. Northern Command (NORTHCOM). A combatant command with functional responsibilities for homeland defense and civil support. NORTHCOM may provide LNOs to the JTF.

s. Defense Intelligence Agency (DIA). A DOD agency that may provide support personnel, usually as members of the national intelligence support team (NIST). See Joint Pub 2-01, *Joint Intelligence Support to Military Operations*.

t. Defense Logistics Agency (DLA). A DOD agency for worldwide logistic support to the combatant commanders and the Services. See Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations*.

u. Defense Information Systems Agency (DISA). A DOD agency for command, control, communications, and computer support to the combatant commanders and the Services. See Joint Pub 6-0*, Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations* and Joint Pub 6-02, *Joint Doctrine for Employment of Operational/Tactical Command, Control, Communications, and Computer Systems*.

v. National Imagery and Mapping Agency (NIMA). A DOD agency responsible for providing geospatial intelligence utilizing imagery, imagery reporting, and geospatial information and services. NIMA support will come either as part of the NIST, or separately, upon the combatant commander's request. See Joint Pub 2-01, *Joint Intelligence Support to Military Operations* and Joint Pub 2-03, *Joint Tactics, Techniques, and Procedures for Geospatial Information and Services Support to Joint Operations*.

w. Joint Command & Control Warfare Center (JC2WC). A DOD center responsible to support information operations/information warfare/command and control warfare operations. It may provide an Information Warfare Support Team to a JTF. See Joint Pub 3-13, *Joint Doctrine for Information Operations* and Joint Pub 3-13.1, *Joint Doctrine for Command and Control Warfare (C2W).*

x. Other JTFs. According to joint doctrine, JTFs may be organized as a subordinate to another JTF. LNOs could be provided between JTFs.

y. Other Unified Combatant Commands. Organizations assigned to and based in one combatant command may be under tactical control (TACON) or operational control (OPCON) to another combatant command. (Example: C-17s and tankers from U.S. European Command and U.S. Pacific Command may support operations in U.S. Central Command.) LNOs from the supporting command may be required at the supported combatant command to assist in coordinating mission requirements and logistics support.

3. LNOs to JTF Headquarters from Multinational and Foreign Military Organizations

The following multinational and foreign military organizations may provide LNOs to a JTF headquarters:

a. Multinational Military Organizations. Organizations such as the North Atlantic Treaty Organization (NATO) can provide LNOs to a JTF. See Joint Pub 3-16, *Joint Doctrine for Multinational Operations* and Joint Pub 3-08*, Interagency Coordination During Joint Operations (Volumes I & II)*, and JP 4-08, *Joint Doctrine for Logistic Support of Multinational Operations*.

b. Multinational Civilian Organizations. Organizations such as the Red Cross, Red Crescent, and Doctors Without Borders can provide LNOs to a JTF. See Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volumes I & II).*

c. Host Countries. Countries that are hosting the military operation may provide both civilian and military LNOs to a JTF. See Joint Pub 3-57, *Joint Doctrine for Civil-Military Operations*.

d. Foreign Militaries. LNOs or observers may be provided by other foreign military organizations not directly involved in the operation. See Joint Pub 3-16, *Joint Doctrine for Multinational Operations*.

4. LNOs to JTF Headquarters from Other U.S. Government Organizations

Liaison with other U.S. Government organizations will vary greatly in JTF operations. Depending on the mission and location of the JTF, the following organizations may provide LNOs. More detailed descriptions concerning these organizations may be found in Joint Pub 3-08*, Interagency Coordination During Joint Operations (Volumes I & II).*

a. Central Intelligence Agency (CIA). Representatives of the Director of Central Intelligence may be assigned to staffs of combatant commands to facilitate intelligence support to military operations. See Joint Pub 2-02, *National Intelligence Support to Joint Operations* and Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volumes I & II).*

b. U.S. Department of Agriculture (USDA). For field coordination, most contact with USDA organizations will be with the Foreign Agricultural Service (FAS) agricultural counselor or attaché or the FAS/International Cooperation and Development (ICD) Program. See Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volumes I & II)*, Annex A to Appendix A.

c. Department of Energy (DOE). Elements of the DOE are specifically organized, trained, and equipped to cope with all forms of nuclear accidents and incidents, including those that may be associated with terrorist activity. This wide range of capabilities is grouped under the DOE Emergency Response Program. See *Joint Pub 3-08, Interagency Coordination During Joint Operations (Volume II)*, Annex D to Appendix A.

d. Department of Commerce (DOC). The most relevant DOC organization to military operations is the National Oceanic and Atmospheric Administration (NOAA). NOAA conducts research, makes predictions, and gathers data about the environment through six functional divisions and a system of special program units, regional field offices, data or administrative support centers, and laboratories. See Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II)*, Annex B to Appendix A.

e. Department of Justice (DOJ). The following agencies may provide LNOs from the DOJ to a JTF. See Joint Pub 3-08*, Interagency Coordination During Joint Operations (Volume II)*, Annex E to Appendix A.

(1) Drug Enforcement Administration (DEA).

(2) Immigration and Naturalization Service (INS) with its subordinate U.S. Border Patrol (USBP).

(3) Federal Bureau of Investigation (FBI).

(4) U.S. Marshals Service (USMS).

(5) International Criminal Investigative Training Assistance Program (ICITAP).

f. Department of State (DOS). The DOS's headquarters provides political guidance to the Department, and the Secretary of State provides foreign policy guidance to the Administrator of the United States Agency for International Development (USAID). See Joint Pub 3-08*, Interagency Coordination During Joint Operations (Volume II)*, Annex F to Appendix A.

g. Department of Transportation (DOT). DOT has the following agencies that can provide LNOs and support to a JTF. See Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II)*, Annex E to Appendix A.

(1) U.S. Coast Guard (USCG).

(2) Federal Aviation Administration (FAA).

h. Treasury Department (TREAS). TREAS has the following agencies that can provide LNOs and support to a JTF. See Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II)*, Annex H to Appendix A.

(1) Bureau of Alcohol, Tobacco, and Firearms (ATF).

(2) U.S. Customs Service (USCS).

i. Department of Homeland Security. The primary mission of the Department is to prevent terrorist attacks within the United States; reduce the vulnerability of the United States to terrorism; and minimize the damage, and assist in the recovery, from terrorist attacks that do occur within the United States. The Department's primary responsibilities include: information analysis and infrastructure protection; chemical, biological, radiological, nuclear, and related countermeasures; border and transportation security; emergency preparedness and response; and coordination (including the provision of training and equipment) with other executive agencies, with State and local government personnel, agencies, and authorities, with the private sector, and with other entities.

j. U.S. Agency for International Development/Office of Foreign Disaster Assistance (USAID/OFDA). The OFDA-developed Disaster Assistance Response Team (DART) provides specialists trained in a variety of disaster relief skills to assist U.S. embassies and USAID missions with the management of the U.S. Government's rapid response to international disasters.

k. Federal Emergency Management Agency (FEMA). Develops and coordinates national policy and programs and facilitates delivery of effective emergency management during all phases of national security and catastrophic emergencies.

l. Peace Corps. The Peace Corps is an independent federal agency committed to meeting the basic needs of those living in the countries in which it operates. The Peace

Corps coordinates its efforts with NGOs that also receive support from the U.S. Government.

5. LNOs to the JTF from NGOs

This paragraph provides a summary of NGOs, and references to more detailed information in other publications. Representatives (LNOs) of these organizations will normally coordinate requirements through either a Humanitarian Operations Center (HOC) or a CMOC.

a. Interaction's Geographic Index of NGOs. Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II)*, Appendix B provides Interaction's listing of NGOs by regions and countries.

b. Nongovernmental Organizations. Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the UN. NGOs may be professional organizations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities. "Nongovernmental organizations" is a term normally used by non-United States organizations. Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II)*, Appendix B provides summaries of the various NGOs.

6. LNOs to the JTF from International Organizations

The following international organizations may provide LNOs to the JTF. More detailed descriptions concerning these organizations may be found in Joint Pub 3-08, *Interagency Coordination During Joint Operations (Volume II).*

a. International Committee of the Red Cross (ICRC).

b. International Federation of Red Cross and Red Crescent Societies (IFRC).

c. International Red Cross (IRC).

d. United Nations (UN).

e. United Nations Children's Fund (UNICEF).

f. Food and Agriculture Organization (FAO).

g. United Nations High Commissioner for Refugees (UNHCR).

h. United Nations World Food Programme (WFP).

i. United Nations World Health Organization (WHO).

7. LNOs Exchanged within the JTF's Components, Offices, and Centers

The following JTF components, offices, and centers may exchange LNOs:

a. To the JFACC. (See Joint Pub 3-30, *Command and Control for Joint Air Operations*, for more information.)

(1) Battlefield Coordination Detachment (BCD)—The ARFOR's representatives within the JFACC.

(2) Naval and Amphibious Liaison Element (NALE)—The NAVFOR's representatives within the JFACC.

(3) Marine Liaison Officer (MARLO)—The MARFOR's representatives to the JFACC.

(4) Air Force Liaison Element (AFLE)—The AFFOR's representatives to the JFACC.

(5) Special Operations Liaison Element (SOLE)—The JFSOCC's representatives to the JFACC.

(6) Air Mobility Element (AME)—The TRANSCOM's representatives to the JFACC.

(7) Director of Mobility Forces (DIRMOBFOR)—Normally a senior officer who is familiar with the area of responsibility or joint operations area and possesses an extensive background in airlift operations. When established, the DIRMOBFOR serves as the JFACC/COMAFFOR designated agent for all airlift issues in the area of responsibility or joint operations area, and for other duties as directed. The DIRMOBFOR exercises coordinating authority between the airlift coordination cell, the air mobility element, the tanker airlift control center, the joint movement center, and the air operations center in order to expedite the resolution of airlift problems. The DIRMOBFOR may be sourced from the theater's organizations, United States Transportation Command, or United States Joint Forces Command.

(8) Strategic Liaison Team (STRATLAT)—The STRATCOM's representatives to the JFACC.

(9) Tomahawk Land Attack Missile Liaison Element (TLE)—The Tomahawk land attack missile (TLAM) is integrated with JFACC planning and operations via the TLE. The TLE is trained and provided by the theater naval component commander (NCC). The TLE interacts with both combat plans and combat operations and is functionally located on the border between plans and operations in a manner similar to other component liaison elements. The TLE is the central liaison point of contact for all aspects of TLAM employment at the JFACC. Integration begins during the earliest intertheater planning; continues through master air attack plan (MAAP) development, air tasking order (ATO) production, and strike execution; and concludes with battle damage assessment (BDA) analysis and restrikes. The TLE is manned by approximately nine NCC liaison officers and personnel with the training and experience necessary to support TLAM, including strike and mission planning, database management, and familiarity with NCC organization and procedures. In addition to manning, the NCC will provide TLAM unique support requirements such as the Mission Distribution System (MDS), Electronic Tomahawk Planning Package (ETPP), Computer and Tomahawk Command Information Net (TCINet).

(10) Other Service and functional component/JTF LNOs .

b. To the ARFOR.

(1) Air liaison officer (ALO).

(2) Theater airlift liaison officer (TALO).

(3) Marine liaison element (MLE) formerly known as air and naval gunfire liaison company (ANGLICO) teams. ANGLICO is to return and will subsume MLE.

(4) Other Service and functional component/JTF LNOs.

c. To the MARFOR.

(1) Air Mobility Command LNO—Like the TALO, but to the USMC.

(2) Other Service and functional component/JTF LNOs.

d. To the AFFOR. Other Service and functional component/JTF LNOs.

e. To the NAVFOR. Other Service and functional component/JTF LNOs.

f. To the CGFOR.

(1) Other Service and functional component/JTF LNOs.

(2) MLE/ANGLICO teams.

g. To the JSOTF.

(1) MLE/ANGLICO teams.

(2) Other Service and functional component/JTF LNOs.

h. To the JPOTF. Other Service and functional component/JTF LNOs.

i. To a Joint Search and Rescue Center (JSRC). Other Service and functional component/JTF LNOs

j. To the CMOC. Other Service and functional component/JTF LNOs.

Appendix B

JOINT TASK FORCE LIAISON OFFICER EQUIPMENT LISTING

CAT	*ITEM*	*SENDING UNIT RESPONSIBILITY*	*RECEIVING UNIT RESPONSIBILITY*	*REMARKS*
Admin	Classified copier(s)		Normally, provide access	Either
Admin	Classified facsimile(s)		Normally, provide access	Either
Admin	Classified shredder/burn facility		Normally, provide access	
Admin	Classified storage/safe(s)		Normally, provide access	Either
Admin	Classified trash receptacle(s)		Normally, provide access	
Admin	Computer software antivirus package		Normally	Optimally, needs to be compatible with both sending and receiving units, JTF communications staff sets the standard
Admin	Computer software package—as required, consider need for schedule, word processing, USMTF message preparation, graphics/slide, data-base/spreadsheet capabilities	Normally		Optimally, needs to be compatible with both sending and receiving units, JTF information management sets the standard
Admin	Desktop computer equipment		Normally, provide access	Sending unit must consider available desk space and transportation pack-ing requirements
Admin	Dry erase board(s)/map board(s)		Normally provided for fixed-site or ship-based JTF	
Admin	In-focus projector(s)		Normally, provide access	
Admin	Laptop computer equipment	Normally		Consider requirement for LAN card, compatible software, and fax/modem
Admin	Microfiche viewer			Either
Admin	Power strip(s)			Either
Admin	Printer(s)	Normally		Best technique has been to bring a bubble jet printer to reduce weight and space requirements

CAT	ITEM	SENDING UNIT RESPONSIBILITY	RECEIVING UNIT RESPONSIBILITY	REMARKS
Admin	Reference materials—(service/component specific)	Normally		In some cases, need only GCCS homepage information to locate essential documents, and retrieve them electronically
Admin	Room divider(s)		As required	
Admin	Scanner		Normally, provide access	Either
Admin	Sending unit standing operating procedures	Normally		
Admin	Telephone, e-mail, and AUTODIN message directories—component headquarters and staff	Normally		
Admin	Unclassified facsimile		Normally, provide access	Either
Admin	Unit overlays/graphics	Normally		
comms	Communications—KY-68 phone(s)			Either
comms	Local area network—secure		Normally, provide access, addresses, and passwords	
comms	STU III phone		Normally, at a minimum, provide access to JTF telephone switch	
comms	Tactical satellite radio			Either
comms	Unclassified phone		At a minimum, provide access to JTF telephone switch	
comms	Video teleconference		Normally, provide facility, access, and use as per JTF SOPs	
General support	Individual equipment	Normally		JTF will indicate necessary field gear, chemical warfare defense equipment, etc.
General support	Legal support		Normally	
General support	Medical/dental support		Normally, to the extent available at JTF location	Normally, bring appropriate medical records (immunizations, etc.) as directed by JTF

CAT	ITEM	SENDING UNIT RESPONSIBILITY	RECEIVING UNIT RESPONSIBILITY	REMARKS
General support	Mess and billeting			Either, depending on status of JTF location or field conditions, consider identification of fund sites
General support	MWR services		Normally	
General support	Personal weapons	Normally		Consider need for ammunition resupply and maintenance
General support	Postal service support		Normally	
Systems	Common operational modeling, planning, and simulation strategy (compass)	Organic home system required for interaction with LNO at receiving unit	Normally, to the extent systems are available	System in developmental stage with good potential for collaborative planning between LNOs and sending units
Systems	CTAPS/computer assisted force management system	Normally		Consider for JFACC LNO to access daily air tasking order and CTAPS database
Systems	Global Command and Control System terminal		As necessary, provide access, addresses, and passwords	

Appendix C

LIAISON OFFICER JOINING INSTRUCTIONS

The receiving command should send the liaison officer (LNO) a message as early as possible that contains all information needed for the liaison assignment. Specific arrangements that have been previously agreed upon verbally or in writing need not be repeated, but should be referenced. The following subjects should be addressed in the joining instructions message, as appropriate:

- Location of receiving command and how to obtain transportation to the command.
- Report date.
- Special limitations on transportation, such as parking private vehicles.
- When operations will commence.
- Funding issues for orders.
- Orders administrative issues.
- Security clearance requirements to include where clearances are to be sent.
- Berthing/messing issues to include costs.
- Uniform/special gear requirements.
- Special protocol issues.
- Laundry availability.
- Medical/dental requirements and facilities availability at the receiving command.
- MWR services availability, such as chapel, store, and gymnasium availability.
- Money exchange/check cashing availability.
- Mail routing instructions.
- Special safety rules and regulations.
- Tobacco use policy.
- Alcohol use policy.
- Unique provisions of local law or cultural sensitivities in the area of operations.
- Specific ADP equipment and communications issues, including the requirements to have ADP equipment virus scanned.
- Sponsoring individual at command and phone number/email address.

The following is an example of a joining instructions message:

FM CJTF 950

TO AIG ONE THREE NINE NINE FOUR

UNCLAS //N01700//

MSGID/GENADMIN/CJTF 950/-/J1/FEB//

SUBJ/JTFEX 02-2 PERSONNEL AUGMENTATION INFORMATION//

REF/A/GENADMIN/USJFCOM/221851ZJAN02/NOTAL//

REF/B/GENADMIN/USJFCACOM/291911ZJAN02/NOTAL//

REF/C/GENADMIN/USJFACOM/291921ZJAN02/NOTAL//

REF/D/GENADMIN/USJFACOM/291931ZJAN02/NOTAL//

REF/E/GENADMIN/USJFCOM/031721ZFEB02/NOTAL//

NARR/REFS A THRU E ARE PERSONNEL AUGMENTATION TASKING MESSAGES//

RMKS/1. THIS MESSAGE AMPLIFIES REFS A THRU E AND PROVIDES// INFORMATION TO PERSONNEL SELECTED TO PARTICIPATE IN JTFEX 02-2. COMMANDERS ARE REQUESTED TO READDRESS THIS MSG TO THOSEINDIVIDUAL COMMANDS SELECTED TO PROVIDE AUGMENTEES FILLING BILLETS ONBOARD USS MOUNT WHITNEY (LCC 20) AND USS JOHN F. KENNEDY (CV 67).

2. WELCOME TO JTFEX 02-2, THE SECOND FLEET COMMAND SHIP (USS MOUNT WHITNEY (LCC 20)) AND USS JOHN F. KENNEDY (CV 67). YOU SHOULD EXPECT TO BE INTEGRATED COMPLETELY INTO THE STAFF/WORK CENTER AS A FULL PARTICIPANT IN WHAT SHOULD BE A REWARDING JOINT EXERCISE. WE ARE COMMITTED TO PROVIDING A WIDE VARIETY OF TRAINING OPPORTUNITIES TO PARTICIPANTS THROUGHOUT THE EXERCISE. YOUR ACTIVE INVOLVEMENT IS IMPORTANT.

3. THE FOLLOWING INFORMATION IS PROVIDED TO HELP FAMILIARIZE YOU TO U.S. NAVY SHIPBOARD LIFE. WE WILL PROVIDE MORE INFORMATION ON SCHEDULES AND ROUTINES ONCE YOU ARRIVE. YOU WILL BE ASSIGNED A SPONSOR TO ACQUAINT YOU WITH OUR OPERATIONS AND DAILY ROUTINE. INFORMATION TO ASSIST YOU PRIOR TO YOUR ARRIVAL AND IN YOUR INITIAL INDOCTRINATION IS PROVIDED BELOW:

A. REPORTING/TRANSPORTATION. UNLESS OTHERWISE DIRECTED BY REF A, AUGMENTEES WILL REPORT ONBOARD USS MOUNT WHITNEY (LCC 20) LOCATED AT NAVAL BASE NORFOLK, PIER 10. REPORT NO EARLIER THAN 0800, 7 MAR 02 AND NO LATER THAN 2000, 7 MAR 02. LINE # LN-003 WILL TRANSFER TO USS JOHN K. KENNEDY ON 10 MAR 02. USS MOUNT WHITNEY GETS UNDERWAY ON 10 MAR 02. SHIPBOARD ORIENTATION AND WATCH STATION TRAINING WILL BE HELD ON 8/9 MAR 02. IT IS IMPERATIVE THAT

PERSONNEL REPORT ON TIME. WATCH STANDING WILL COMMENCE 9 MAR. AUGMENTEES TRAVELING TO NORFOLK FROM OUTSIDE THE NORFOLK AREA SHOULD TAKE A TAXI FROM POINT OF ARRIVAL TO NAVAL BASE NORFOLK, PIER 10. AUGMENTEES ARRIVING VIA GOV'T FLT INTO NAS NORFOLK, CONTACT CJTF 950 ADMIN (TEL: DSN 564-7602/3505 OR COMM (757) 444-7602/3505 -- DUTY OFFICE: DSN 564-7201/7086 OR COMM (757) 444-7201/7086) FOR TRANSPORTATION. AUGMENTEES IN THE HAMPTON ROADS AREA OR PERSONNEL WHO PLAN TO DRIVE, BE ADVISED THAT THERE IS A 7-DAY LIMIT ON BASE PARKING. ACCESS TO LONG TERM PARKING IS AVAILABLE MONDAY THROUGH FRIDAY 0800-2000, AND ON WEEKENDS FROM 0700 TO 1800. LONG TERM PARKING IS LOCATED NEXT TO THE NAVAL STATION VISITOR PASS OFFICE. FOR MORE INFORMATION, CALL (757) 445-1492.

B. ORDERS: FUNDED ORDERS REQUIRED. FUNDED ORDERS ARE NECESSARY TO FACILITATE EMERGENCY TRAVEL REQUIREMENTS. ORDERS MUST INCLUDE LINE NUMBER AND READ "REPORT TO COMSECONDFLT (CJTF 950) EMBARKED IN USS MOUNT WHITNEY (LCC 20) AT NAVSTA NORFOLK, VA." PERSONNEL WILL BE REQUIRED TO PRESENT ORDERS AT TIME OF CHECK-IN. ORDERS WILL BE ENDORSED "MESSING AND BERTHING AVAILABLE."

C. SECURITY CLEARANCES: AUGMENTEE PARENT COMMANDS ARE REQUIRED TO SEND GENSER SECURITY CLEARANCE INFORMATION VIA MESSAGE/SIGNAL TO CJTF 950 (ATTN: J1) OR FAX TO: COMM (757) 445- 8615 OR DSN 565-8615. PERSONNEL HOLDING SCI ACCESS ARE REQUESTED TO FORWARD SECURITY CLEARANCE TO: COMSECONDFLT//SSO//. SSO POC IS CTA1 GREEN, DSN 564-3503/2975. ADDITIONALLY, PERSONNEL CARRYING CLASSIFIED MATERIAL ON/OFF THE SHIP ARE REQUIRED TO HAVE A VALID COURIER CARD/LETTER.

D. BERTHING: BERTHING ASSIGNMENTS WILL BE PROVIDED UPON ARRIVAL. FOR USS JOHN F. KENNEDY (CV 67): OFFICER STATEROOMS VARY FROM TWO- TO TWELVE MAN STATEROOMS. AUGMENTEES SHOULD B RINGTOILETRY KITS AND TOWELS.

E. PROTOCOL FOR BOARDING USS MOUNT WHITNEY WHEN INPORT: THE FORWARD BROW (GANGWAY MARKED "COMSECONDFLT") IS FOR E7 AND ABOVE USE. THE AFTER BROW (GANGWAY MARKED "USS MOUNT WHITNEY") IS FOR E6 AND BELOW USE. BETWEEN 0800 AND SUNSET, THE NATIONAL ENSIGN (FLAG) WILL BE FLYING AT THE STERN (REAR/AFT) OF THE SHIP. AT THE TOP OF THE BROW, JUST PRIOR TO STEPPING ABOARD THE SHIP FACE AFT AND (WHEN IN UNIFORM) SALUTE THE NATIONAL ENSIGN. THEN TURN TOWARD THE OFFICER OF THE DECK (OOD) OR THE PETTY OFFICER OF THE WATCH, SALUTE AND SAY: "REQUEST PERMISSION TO COME ABOARD." HE/SHE WILL RESPOND: "PERMISSION GRANTED." HE/SHE WILL THEN CHECK YOUR IDENTIFICATION CARD AND ALLOW YOU TO PROCEED. WHEN DEPARTING THE SHIP, THE PROCEDURE IS REVERSED. SALUTE THE OOD AND SAY: "REQUEST PERMISSION TO LEAVE THE SHIP." AFTER HE/SHE RESPONDS "PERMISSION GRANTED," STEP ONTO THE BROW AND SALUTE THE ENSIGN. WHEN NOT IN UNIFORM, FACE THE ENSIGN AND BRIEFLY

COME TO ATTENTION INSTEAD OF SALUTING. FOR USS JOHN F. KENNEDY (CV 67): AUGMENTEES WILL BE REQUIRED TO PRESENT MILITARY ID CARDS AND COPY OF ORDERS. AUGMENTEES WALKING ABOARD SHOULD PRESENT ID/ORDERS TO WATCH PERSONNEL AT TOP OF BROW BEFORE ENTERING SHIP.

F. UNIFORMS: THE UNIFORM OF THE DAY WILL BE YOUR SERVICE'S WORKING UNIFORM, INCLUDING FLIGHT SUITS. NO OTHER UNIFORM IS REQUIRED. FOR USS JOHN F. KENNEDY (CV 67): NAVY WORKING UNIFORMS ARE COTTON WASH KHAKI FOR E-7 AND ABOVE AND DUNGAREES FOR E-6 AND BELOW. AUGMENTEE UNIFORMS SHOULD BE COTTON AND OTHER NONFLAMMABLE MATERIAL.

G. MESSING: LIEUTENANT COLONELS/COMMANDERS (O5) AND ABOVEASSIGNED TO USS MOUNT WHITNEY WILL EAT IN THE COMSECONDFLT FLAG MESS. MAJORS/LIEUTENANT COMMANDERS (O4) AND BELOW ASSIGNED TO USS MOUNT WHITNEY AND ALL OFFICERS ASSIGNED TO THE USS JOHN F. KENNEDY WILL EAT IN THE SHIP'S WARDROOM. NONCOMMISSIONED OFFICERS, E7 AND ABOVE, WILL EAT IN THE CHIEF PETTY OFFICERS' MESS. E6 AND BELOW WILL EAT ON THE SHIP'S MESS DECKS. WORKING UNIFORMS ARE APPROPRIATE FOR ALL MEALS. MESS BILLS FOR OFFICERS WILL BE COLLECTED (CASH OR TRAVELER'S CHECK) PRIOR TO AUGMENTEE DEPARTURE. OFFICERS DINING IN THE COMSECONDFLT FLAG MESS WILL BE CHARGED $8.00 PER DAY AND THOSE DINING IN THE SHIP'S WARDROOM WILL BE CHARGED $7.50 PER DAY. NCO/CPO'S ASSIGNED TO USS MOUNT WHITNEY DINING IN THE CHIEF PETTY OFFICERS' MESS WILL BE CHARGED $7.15 PER DAY WHICH WILL BE COLLECTED BY THE CPO MESS TREASURER. MEALS ARE CHARGED REGARDLESS OF THE NUMBER OF MEALS ACTUALLY EATEN AND COMMENCE UPON CHECK IN. MEAL CHARGES FOR E6 AND BELOW PERSONNEL WILL BE COORDINATED VIA COMMAND DISBURSING OFFICES AND NO CASH OUTLAY IS REQUIRED.

H. LAUNDRY: SHIPS PROVIDE FREE LAUNDRY SERVICE TWICE WEEKLY. DRY CLEANING SERVICE IS AVAILABLE ON USS JOHN F. KENNEDY ONLY. IF YOU WISH TO USE THE LAUNDRY SERVICE, NET LAUNDRY BAGS (ONE EACH FOR WHITE AND DARK CLOTHES, AND ONE FOR SOCKS) AND SAFETY PINS ARE REQUIRED. THESE CAN BE PURCHASED IN THE SHIP'S WALK-IN STORE OR LOCAL NAVY EXCHANGE. ALL LAUNDRY MUST BE STENCILED, USING INDELIBLE LAUNDRY MARKER. BED LINEN, PILLOWS, AND ONE BLANKET WILL BE PROVIDED. YOU SHOULD BRING YOUR OWN TOWELS AND WASH CLOTHS. THE LAUNDRY SCHEDULE WILL BE PROVIDED UPON CHECK-IN. FOR USS JOHN F. KENNEDY (CV 67): LAUNDRY SERVICES PROVIDED INCLUDE BULK LOT LAUNDRY, KHAKI WASH AND PRESS, DRY CLEANING AND SEWING. O-1 AND ABOVE WILL HAVE FSA TO PICK-UP/DROP OFF LAUNDRY ACCORDING TO SCHEDULE LOCATED IN WARDROOM.

I. MEDICAL/DENTAL: SHIPS HAVE COMPLETE MEDICAL AND DENTAL FACILITIES ON BOARD. RECOMMEND BRINGING YOUR MEDICAL RECORD AND DENTAL RECORD IF YOU ARE CURRENTLY UNDER CARE. BRING YOUR

PRESCRIPTION MEDICINE(S). ANYONE WHO WEARS EYE GLASSES OR CONTACTS SHOULD BRING AN EXTRA PAIR. FOR USS JOHN F. KENNEDY (CV 67): DENTAL SERVICES PROVIDED INCLUDE FILLINGS, ROOT CANALS, WISDOM TOOTH REMOVAL, CROWNS AND BRIDGES, PARTIAL AND FULL DENTURES, AND PERIODIC CLEANINGS AND CHECKS. FULL MEDICAL STAFF AVAILABLE.

J. COMFORT AND SUPPORT SERVICES: OUR GOAL IS TO PROVIDE AS MANY OF THE COMFORTS OF HOME AS PHYSICALLY POSSIBLE. SHIP SERVICES AVAILABLE INCLUDE POST OFFICE, CHAPEL, LIBRARY, BARBER SHOPS (FREE), RADIO AND TELEVISION, EXERCISE/WEIGHT ROOMS, VENDING MACHINES, AND WALK-IN/CONVENIENCE STORES. THE SHIP'S STORE STOCKS A LIMITED VARIETY OF TOILETRIES, SNACKS, MAGAZINES/BOOKS, NAVY AND SHIP MEMORABILIA, CASSETTE TAPES, LUXURY ITEMS, AND CLOTHING ITEMS. RECOMMEND YOU BRING YOUR PERSONAL TOILETRIES, INCLUDING SHOWER SHOES, AND ROBE OR WRAP; GYM GEAR, SWEAT PANTS/SHIRT (TEMPERATURES ABOARD SHIP CAN VARY SIGNIFICANTLY), SWEATER/FLIGHT JACKET, SMALL FLASHLIGHT, BATTERY OR WIND-UP ALARM CLOCK, LOCK (S), AND READING MATERIAL. RECOMMEND BRINGING A SERVICE SWEATER OR JACKET AS WATCH STATIONS CAN GET UNCOMFORTABLY COLD.

K. MONEY: RECOMMEND BRINGING SUFFICIENT FUNDS FOR MESS BILLS. THE COMMAND SHIP DISBURSING OFFICE WILL CASH U.S. TRAVELERS CHECKS AND MONEY ORDERS ONLY. THE SHIP'S STORE WILL ACCEPT PERSONAL CHECKS FOR THE AMOUNT OF PURCHASES ONLY.

L. MAIL: DUE TO THE SHORT TIME YOU WILL BE EMBARKED, RECOMMEND THAT YOU DO NOT ATTEMPT TO RECEIVE MAIL ABOARD USS MOUNT WHITNEY. SHOULD IT BECOME NECESSARY TO RECEIVE MAIL, USE THE FOLLOWING ADDRESS:

RANK OR RATE/FULL NAME
ATTN: JTFEX 02-2 SHIP RIDER
COMSECONDFLT
FPO AE 09506-600

OR 0

RANK OR RATE/FULL NAME
ATTN: JTFEX 02-2 SHIP RIDER
USS JOHN F. KENNEDY (CV 67)
FPO AA 34095-2800

M. CHAPEL SERVICES: WE STRIVE TO PROVIDE EVERY FAITH AND RELIGIOUS GROUP THE OPPORTUNITY TO WORSHIP. A SCHEDULE FOR ALL MAJOR FAITH GROUP WORSHIP SERVICES WILL BE LOCATED IN THE SHIP'S CHAPEL AND PUBLISHED IN THE PLAN OF THE DAY. FOR USS JOHN F. KENNEDY (CV 67): DAILY PROTESTANT AND ROMAN CATHOLIC SERVICES AVAILABLE UNDERWAY. RABBI NOT ONBOARD.

N. ELECTRICAL SAFETY: SHIPS HAVE AN UNGROUNDED ELECTRICAL SYSTEM WHICH CAN, IF IGNORED, INCREASE THE LIKELIHOOD OF PERSONAL SHOCKS. THEREFORE, ONLY VERY LIMITED PERSONAL ELECTRICAL EQUIPMENT MAY BE BROUGHT ON BOARD. THE EQUIPMENT MUST BE COMPATIBLE WITH U.S. ELECTRICAL OUTLETS (110V, 60HZ) AND ALL EQUIPMENT BROUGHT ONBOARD MUST BE INSPECTED ON BOARD THE SHIP FOR ELECTRICAL SAFETY PRIOR TO USE. BATTERY POWERED EQUIPMENT IS GENERALLY SAFE FOR SHIPBOARD USE BUT IF IT IS CAPABLE OF USING OTHER SOURCES OF POWER, YOU MUST HAVE THE ITEM SAFETY CHECKED AS WELL. THE FOLLOWING ITEMS ARE NOT AUTHORIZED: ELECTRICAL CLOCKS, HOT PLATES, PERSONAL IRONS, PORTABLE ELECTRIC FANS, ELECTRIC BLANKETS AND EXTENSION CORDS. PORTABLE ELECTRIC HAIR DRYERS, RAZORS AND CURLING IRONS ARE AUTHORIZED IF PROPERLY SAFETY CHECKED. PROPANE CURLING IRONS ARE NOT AUTHORIZED.

O. TOBACCO USE: OUR POLICY IS TO CREATE AN ENVIRONMENT THAT PROTECTS THE HEALTH OF NONSMOKERS AND DISCOURAGES THE USE OF TOBACCO PRODUCTS. THEREFORE, SMOKING IS PERMITTED ONLY IN ONE DESIGNATED AREA. THE USE OF SMOKELESS TOBACCO IS PROHIBITED FOR PROFESSIONALISM AND HYGIENE REASONS. ALL BERTHING AREAS AND STATEROOMS ARE NO SMOKING AREAS. ALL MILITARY PERSONNEL MUST BE IN THEIR MILITARY UNIFORMS TO SMOKE (NO PT GEAR OR CIVILIAN CLOTHES). FOR USS JOHN F. KENNEDY (CV 67): SMOKING OF ANY KIND LIMITED TO SPECIFIC AREAS ONBOARD.

P. ALCOHOL USE: ALCOHOL USE AND STOWAGE IS PROHIBITED ON BOARD U.S. NAVAL VESSELS. PERSONNEL RETURNING TO THE SHIP INTOXICATED MAY FACE DISCIPLINARY ACTION.

4. MORE DETAILED INFORMATION WILL BE PROVIDED UPON YOUR ARRIVAL. YOUR DESIGNATED SPONSOR WILL ASSIST YOU. IF YOU HAVE ANY QUESTIONS PRIOR TO YOUR ARRIVAL OR NEED FURTHER ASSISTANCE, DO NOT HESITATE TO CONTACT CWO2 MCMOORE OR YNCS (SW) HARDY AT DSN 564-3505/7602 OR COMM (757) 444-3505/7602. ADDITIONALLY, CWO2 MCMOORE OR YNCS (SW) HARDY ARE THE POINTS OF CONTACT FOR ANY EMERGENCIES THAT MAY ARISE DURING THE EXERCISE. //

BT

Appendix D

JOINT TASK FORCE STAFF TRAINING

INDIVIDUAL TRAINING: SUMMARY OF COURSES AVAILABLE			
	COURSE	***LOCATION***	***LENGTH***
1	JOINT FLAG OFFICER WARFIGHTING COURSE	MAXWELL AFB	2 WEEKS
2	JOINT AEROSPACE OPS SENIOR STAFF COURSE (JSSC)	HURLBURT FLD	5 DAYS
3	NATO STAFF OFFICER ORIENTATION COURSE	FT MCNAIR	2 WEEKS
4	AFLOAT INTEL MANAGER`S COURSE	DAM NECK, VA	5 DAYS
5	JTF INTEL MANAGER COURSE	NMITC/MTT	12 DAYS
6	JOINT SPACE INTEL OPS COURSE	PETERSON AFB	2 WEEKS
7	EXPEDITIONARY WARFARE INTEL COURSE	DAM NECK, VA	3 WEEKS
8	JOINT INTEL CENTER COURSE	DAM NECK, VA	26 DAYS
9	CHEM AND BIO WARFARE INTEL COURSE	BOLLING AFB	3 DAYS
10	INDICATIONS AND WARNING COURSE	BOLLING AFB	2 WEEKS/5 DAYS
11	JOINT TARGETING STAFF COURSE	VIRGINIA BEACH	5 WEEKS
12	JOINT COUNTERINTEL STAFF OFFICER COURSE	BOLLING AFB	1 WEEK
13	JOINT DEPLOYABLE INTEL SUPPORT SYSTEM COURSE	AIC NORVA	2 DAYS
14	JOINT MARITIME TACTICS COURSE 1 & 2	TTGL/P	3 WEEKS
15	JOINT C2W ORIENTATION COURSE	NORFOLK, VA	3 DAYS
16	JOINT C2W STAFF OFFICER COURSE	AFSC	2 WEEKS
17	JOINT C2W STAFF OFFICER COURSE	FITCPAC	2 DAYS
18	JOINT EW ORIENTATION COURSE	MTT(AFSC)	3 DAYS
19	JOINT EW STAFF OFFICER COURSE	AFSC	2 WEEKS
20	JOINT SPECIAL OPS AIR COMPONENT COURSE (JSOAC)	HURLBURT FLD	5 DAYS
21	JOINT DOCTRINE AIR CAMPAIGN COURSE	MAXWELL AFB	2 WEEKS
22	JOINT AEROSPACE C2 COURSE (JAC2C)	HURLBURT FLD	15 DAYS
23	EUCOM JFACC TRAINING COURSE	RAMSTEIN	1 WEEK
24	JOINT AEROSPACE COMPUTER APPS COURSE (JACAC)	HURLBURT FLD	5 DAYS
25	JOINT AEROSPACE SYSTEMS ADMIN COURSE (JASAC)	HURLBURT FLD	24 DAYS
26	C2 WARRIOR ADVANCED COURSE (C2WAC)	HURLBURT FLD	24 DAYS
27	JOINT COURSE ON LOGISTICS	FT LEE, VA	10 DAYS
28	EXPEDITIONARY WARFARE LOGISTICS COURSE	ATHENS, GA	2 WEEKS
29	CONTINGENCY/WARTIME PLANNING COURSE	MAXWELL AFB	3 WEEKS
30	JOINT PLANNING ORIENTATION COURSE	VARIOUS	3 DAYS

	COURSE	*LOCATION*	*LENGTH*
31	JOPES ACTION OFFICER COURSE (JAOC)	FT EUSTIS	5 DAYS
32	JOPES EXECUTIVE SEMINAR	FT EUSTIS/ MTT	2 HOURS
33	STRATEGIC DEPLOYMENT PLANNING COURSE	FT EUSTIS	2 WEEKS
34	JOINT MARITIME INFO ELEMENT COURSE	DAM NECK, VA	1 WEEK
35	JOINT C4I STAFF AND OPS COURSE	NORFOLK, VA	5 WEEKS
36	ADVANCED COMM OFFICER TRAINING SCHOOL	KEESLER AFB	4.5 WEEKS
37	JOINT MEDICAL PLANNERS COURSE	BETHESDA	15 DAYS
38	ADVANCED TACTICAL DECEPTION COURSE	EUCOM/MTT	1 WEEK
39	JOINT METOC TACTICAL APPLICATIONS COURSE	NORFOLK/MTT	12 DAYS
40	JFACC AUGMENTATION STAFF COURSE	TTGPAC SD CA	5 DAYS
41	JFACC GENERAL INFORMATION COURSE	JWFC (POC)	SELF-STUDY
42	SPACE IN THE AIR OPS CENTER COURSE	SCHRIVER AFB	5 DAYS
43	SPECIAL OPS LIAISON ELEMENT COURSE (SOLE)	HURLBURT FLD	5 DAYS

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GLOSSARY

ABBREVIATIONS AND ACRONYMS

A

AAR	after-action report
ADP	automated data process(ing)
AFDC	Air Force Doctrine Center
AFFOR	Air Force forces
AFLE	Air Force liaison element
AFMAN	Air Force manual
AFTTP	Air Force Tactics, Techniques, and Procedures (Interservice)
ALO	air liaison officer
ALSA Center	Air Land Sea Application Center
AME	air mobility element
ANGLICO	air and naval gunfire liaison company
ARFOR	Army forces
ASAP	as soon as possible
ATF	Bureau of Alcohol, Tobacco, and Firearms
ATO	air tasking order

B

BCD	battlefield coordination detachment

C

C2	command and control
C2W	command and control warfare
C4	command, control, communications, and computers
CCIR	commander's critical information requirements
CEOI	communications-electronics operating instructions
CGFOR	Coast Guard forces
CJCS	Chairman of the Joint Chiefs of Staff
CJTF	commander, joint task force
CMD	command

CMOC	civil military operations center
COMM	communications
COMPASS	common operational modeling, planning, and simulation strategy
COMSEC	communications security
CONOPS	concept of operations
COS	chief of staff
CTA	common table of allowance

D

DART	disaster assistance response team
DCJTF	deputy commander, joint task force
DEA	Drug Enforcement Administration
DIA	Defense Intelligence Agency
DIRLAUTH	direct liaison authorized
DIRMOBFOR	director of mobility forces
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DOC	Department of Commerce
DOD	Department of Defense
DODD	Department of Defense Directive
DOE	Department of Energy
DOJ	Department of Justice
DOS	Department of State
DOT	Department of Transportation

E

E-6	technical sergeant (USAF)/staff sergeant (USA/USMC)/petty officer first class (USN)
E-7	master sergeant (USAF)/sergeant first class (USA)/ gunnery sergeant (USMC)/chief petty officer (USN)
e-mail	electronic mail
ETPP	electronic Tomahawk planning package

F

FAA	Federal Aviation Administration
FAO	Food and Agriculture Organization
FAS	Foreign Agriculture Service
FAX	facsimile
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FM	field manual
FMFM	Fleet Marine Force manual
FRAG order	fragmentary order

G

G-1	Army or Marine Corps component manpower or personnel staff officer (Army division or higher staff, Marine Corps brigade or higher staff)
G-3	Army or Marine Corps component operations staff officer (Army division or higher staff, Marine Corps brigade or higher staff)
GCCS	Global Command and Control System
GI&S	geospatial information and services

H

HAST	humanitarian assistance survey team
HOC	humanitarian operations center
HQ	headquarters

I

ICD	International Cooperation and Development Program
ICITAP	International Criminal Investigative Training Assistance Program
ICRC	International Committee of the Red Cross
IFRC	International Federation of Red Cross and Red Crescent Societies
INFO	information
INS	Immigration and Naturalization Service
IO	international organization

IPB	intelligence preparation of the battlespace
IRC	International Red Cross

J

J-1	manpower and personnel directorate of a joint staff
J-3	operations directorate of a joint staff
JAAR	joint after-action report
JC2WC	joint command and control warfare center
JCMOTF	joint civil-military operations task force
JFACC	joint force air component commander
JFC	joint force commander
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JOC	joint operations center
JPG	joint planning group
JPOTF	joint psychological operations task force
JSOTF	joint special operations task force
JSRC	joint search and rescue center
JSST	joint space support team
JTASC	joint training, analysis, and simulation center
JTCB	joint targeting coordination board
JTF	joint task force
JWICS	Joint Worldwide Intelligence Communications System

L

LAN	local area network
LNO	liaison officer

M

MAAP	master air attack plan
MAGTF	Marine air-ground task force
MARFOR	Marine Corps forces
MARLO	Marine liaison officer
MCCDC	Marine Corps Combat Development Command
MCRP	Marine Corps reference publication

MDS	Mission Distribution System
METT-T	mission, enemy, terrain and weather, troops and support available, time available
MEU	Marine expeditionary unit
MILSTRIP	military standard requisitioning and issue procedure
MLE	Marine liaison element (See also ANGLICO)
MNF	Multinational force
MTTP	multiservice tactics, techniques, and procedures
MWR	morale, welfare, and recreation

N

N-1	Navy component manpower or personnel staff officer
NALE	naval and amphibious liaison element
NATO	North Atlantic Treaty Organization
NAVFOR	Navy forces
NCC	naval component commander
NCO	noncommissioned officer
NDC	Naval Doctrine Command
NGO	nongovernmental organization
NIMA	National Imagery and Mapping Agency
NIST	Nation Intelligence Support Team
NOAA	National Oceanic and Atmospheric Administration
NORTHCOM	Northern Command
NWDC	Naval Warfare Development Command
NWP	Naval Warfare Publication

O

O-1	second lieutenant (USA/ USMC/ USAF)/ensign (USN)
O-2	first lieutenant (USA/ USMC/ USAF)/ lieutenant junior grade (USN)
O-3	captain (USA/ USMC/ USAF)/ lieutenant (USN)
O-4	major (USA/ USMC/ USAF)/ lieutenant commander (USN)
O-5	lieutenant colonel (USA/ USMC/ USAF)/commander (USN)
O-6	colonel (USA/ USMC/ USAF)/captain (USN)
OFDA	Office of Foreign Disaster Assistance
OPCON	operational control
OPR	office of primary responsibility

OPS	operations
OPSEC	operations security
OSD	Office of the Secretary of Defense

P

PLAD	plain language address directory
POC	point of contact
PSYOP	psychological operations
Pub	publication

S

SATCOM	satellite communications
SIPRNET	SECRET Internet Protocol Router Network
SITREP	situation report
SLO	space liaison officer
SNCO	staff noncommissioned officer
SOC	special operations command
SOCCE	special operations command and control element
SOFA	status-of-forces agreement
SOLE	special operations liaison element
SOP	standing operating procedure
STANAG	standardization agreement (NATO)
STRATCOM	Strategic Command
STRATLAT	strategic liaison team
STU	secure telephone unit

T

TACON	tactical control
TALO	tactical airlift liaison officer
TCINet	Tomahawk Command Information Net
TLAM	Tomahawk land attack missile
TLE	Tomahawk land attack missile liaison element
TPFDD	time-phased force and deployment data
TRADOC	United States Army Training and Doctrine Command
TRANSCOM	Transportation Command
TREAS	Treasury Department

TS/SCI	top secret / sensitive compartmented information
TTP	tactics, techniques, and procedures

U

UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children Fund
U.S.	United States
USA	United States Army
USAF	United States Air Force
USAID	United States Agency for International Development
USAJFKSWC	United States Army John F. Kennedy Special Warfare Center
USBP	United States Border Patrol
USCG	United States Coast Guard
USCS	United States Customs Service
USDA	United States Department of Commerce
USG	United States Government
USMC	United States Marine Corps
USMS	United States Marshals Service
USMTF	United States message text format
USN	United States Navy

V

VTC	video teleconferencing

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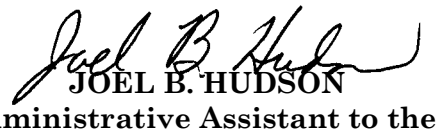

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