

Joint Logistic Support Group Standard Operating Procedure

704.01

Liaison

Drafted by: FCMD Authorized by: COS SHAPE Release date: 01 Dec 2011	Version: V 3 Latest Update: 15 Oct 2011
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References:

- A** STANAG 2101 TOP (Edition 11) - Establishing Liaison.
- B** AJP-01 - Allied Joint Doctrine
- C** AJP-3 - Allied Joint Operations
- D** MC 526 - Logistic Support Concept for NRF Operations, 01 Jul 2005
- E** JLSG SOP 701

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Amendment Record:

Serial	Amendment Number	Date
01	Version 0	28 Nov 08
02	Version 1	01 Jul 10
03	Version 2	14 Jan 11
04	Version 3	01 Dec 11
05		
06		

Related SOP:

700	JLSG – General
701	JLSG CSE

AIM

1. The aim of this SOP is to provide basic guidance and principles for the liaison organization and employment within JLSG Structure.
2. This SOP is designed to provide the JLSG HQ and its parent HQ with a single, consolidated tool to assist their efforts to place more qualified and better prepared liaison individuals and teams in the receiving HQs. It describes as well the authority and responsibilities of the JLSG Liaison Officers (LOs) and the characteristics of a liaison organization.

GENERAL

3. A JLSG LO is an officer who is exchanged between JLSG HQ and higher and adjacent HQs to ensure mutual understanding and unity of purpose and action.
4. He is empowered to represent and make appropriate recommendations on behalf of his commander and must be prepared to amplify his commander's intent and points of detail when appropriate whilst assisting his own commander through the timely exchange of information, intentions, and situational awareness.
5. The LOs must have the special confidence of both the JLSG Commander and the receiving HQ Commander.
6. Although they are not LOs, other essential POCs may be available at the JLSG HQ to support the JLSG operations e.g. NGOs, IO, HNS and contractor support.

ROLE

7. LO is the personal and official representative of the JLSG Commander and should be authorised to have direct contact with the receiving HQs Commander
8. The LOs support the receiving HQs and should serve, in the initial phase of the operation, as a conduit of critical information to the receiving HQ Commander and his staff. However, the LOs' chain of command is different from that of augmentees to the receiving HQ staff.
9. LOs should be closely involved in the logistic planning process and JLSG HQ activities, but they will not fill a staff role within the receiving HQs. LOs must have freedom of movement within the receiving HQ organisation, in order to obtain a broader operational logistic picture/critical other information to properly accomplish their tasks.

FUNCTIONS

10. LOs perform several critical basic functions: **monitor, coordinate, advise, assist and report.**

11. LOs functions should not be mixed up with those for augmentees. LOs have authority, on behalf of the JLSG commander, to transmit critical information while bypassing layers of staff or headquarters. Liaison is a continuous, but informal process, to make appropriate recommendations on behalf of the JLSG commander to the receiving HQs.

ORGANISATION

12. JLSG Liaison Branch comprises the following personnel:
 - a. Chief Liaison Branch
 - b. Liaison Officers (outgoing and incoming)
 - c. Administrative assistant
13. The LOs Branch is directly subordinated to the JLSG COM and functionally organised as follows:
 - a. Liaison Coordination Section.

Managed by Chief Liaison and assisted by Liaison Support Section personnel, this Section functionally coordinates and supports the JLSG liaison organisation, serving as a point of reference and contact for the whole liaison community on a 24/7 basis. The bulk of routine information and updates will flow through this Section following the JLSG standard reporting procedures. However, the possibility for the LOs to establish direct contact with other authorised levels or specific areas of expertise in urgent and/or exceptional circumstances is granted IOT exchange time critical information between the JLSG and the receiving HQs.
 - b. The Liaison Support Section

Provides administrative support to incoming and outgoing LOs as well as to the Liaison Coordination Section.
 - c. Outgoing Liaison Officers

Represent the JLSG Commander at the following HQs:

 - (1) Joint HQ
 - (2) Air Component Command (ACC),
 - (3) Maritime Component Command (MCC) afloat i.c. Task Force Commander afloat (TF Cdr)¹,
 - (4) Land Component Command (LCC),
 - (5) Special Operations Component Command (SOCC),
 - (6) Other HQs as required
 - d. Incoming Liaison Officers

Reciprocally, other HQs will establish seamless liaison to represent their own commanders at JLSG HQ. The number of incoming LOs will vary according to operational requirements and/or other considerations, e.g. working space and domestic capabilities (real state). Therefore timely coordination between sending organisations and JLSG HQ is required prior to sending any LOs to the

¹ At sea the LO will liaise directly with the TF Cdr and if required with both Fleet Logistics Coordinator (FLC) and Group Logistics Coordinators (GLC)

JLSG.

Functionally, incoming LOs will routinely coordinate and accomplish this responsibility their tasks and responsibilities through Chief Liaison, unless otherwise directed by COS JLSG or according to the JLSG COM Direction and Guidance.

The possibility for the LOs to have granted access to COM JLSG / COS JLSG is inherent in their role as LO. This is the case when special situations require a personal and direct advice or whenever flag officers consider a direct information exchange necessary. Personal calls with flag officers should be submitted to the COS for information and endorsement prior to the event if time permits.

During their mission, the LOs remain in the chain of command of the sending HQ, but will have administrative support of the receiving HQs.

SELECTION PROCESS AND TRAINING

14. After a liaison requirement has been identified, selecting the appropriate liaison personnel according to STANAG 2101 is of a crucial importance. Choosing, preparing, and properly dispatching the trained LOs is critical to their effectiveness. Therefore, their understanding of the JLSG Commander's intent as well as solid knowledge of JLSG policies, organization and procedures is essential.
15. LOs need to be involved in all training activities, not only those aimed to reach a deep knowledge about represented organization (internal training), but also those that provide LOs with a better knowledge about the receiving organizations (external training).

RESPONSIBILITIES

16. Both, Liaison Chief and outgoing LOs, have a collective responsibility to the JLSG Chief of Staff (COS) for the timely implementation of operational liaison between COM JLSG and receiving organisations.
17. Despite the fact that LOs are not planners, they must be part of the operational planning process and have to understand the JLSG Commander's intent.

REQUIREMENTS

18. Requirements for LOs are based on the JLSG command relationships regarding the other HQs and/or organisations and on the mission requirements. In particular, they must:
 - a. Be completely familiar with the organization and staff procedures of both the JLSG and receiving HQs. During the 5 days NTM, they have to keep in touch with all appropriate JLSG branches, in order to be adequately briefed and trained on the orders, agreements, plans and objectives of the current operations.
 - b. Have a sound knowledge of the JLSG Commander's concept of operations and future intentions and the limits of the own decision making that are permitted without prior consultation.

- c. Be prepared to represent the JLSG in various meetings in accordance with the battle rhythm of the receiving HQs, as laid down in the receiving HQ's SOPs, and back-brief the JLSG Commander on conclusions and possible impacts on JLSG operations.
- d. When deployed the JLSG LOs' point of contact, within the JLSG HQ, for routine reports and information requests is the Liaison Chief.
- e. Incoming LOs will report to the JLSG Chief LOs for general support and services, as well as for operational requirements and co-ordination. Then, Liaison Support Section will lead LOs the way to have the administrative in-processing completed.

SUPPORT

- 19. It is a JLSG Commander's decision when to send out LOs, therefore the Liaison Support Section and the receiving HQs must communicate any limitations or special requirements early enough in order to preclude potential problems when the liaison tour of duty starts.
- 20. Early LOs effectiveness results from a well-planned reception in processing and quick integration into the receiving HQ. To this end, JLSG Chief Liaison assisted by Liaison Support Section, is to steadily maintain a situational awareness regarding those limitations and requirements as well as a List of receiving HQs POCs. Before sending LOs, the JLSG HQ and receiving HQs will co-ordinate the necessary support, which has to be provided to incumbents on a case-by-case basis.
- 21. All support activities to be arranged with different enablers are detailed in JLSG Liaison SOI.