

Annex H Managing ORBAT & TaskOrg in a Multinational Operation.

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1 INTRODUCTION

1.1 Purpose

Ensure the ability to create and manage a military organisation that the commander can use during different situations in a multinational operation.

1.2 Assumptions and Limitations

1. The actual creation of an ORBAT or a TaskOrg is a national implementation issue.
2. All nations must understand the information contained in an ORBAT/TaskOrg.
3. The information must be exchanged according to the Information Exchange Model produced by MIP.

1.3 Actors

Commanders

1.4 Definitions and Abbreviations

ORBAT	Order of Battle
TaskOrg	Task Organisation

2 Order of Battle (ORBAT)

This main process includes the following sub processes and decision processes:

1. Create multinational ORBAT by merging contributing nations ORBATs
2. Update ORBAT

2.1 Create multinational ORBAT by merging contributing nations ORBATs

ACTOR	Commander
GOAL	Raise the level of consciousness of all involved commanders about the total force available and combat power for any given operation
PURPOSE	The Commander needs an overview of his available forces and force ratio's to determine task organizations for subordinate elements
FREQUENCY	When a new international operation is deployed.

2.1.1 *Input*

The Commander will receive national ORBATs from the contributing nations. These will contain:

- organizational structure
- operational status
- holdings (personnel, materiel, consumables)

In addition the nations will provide information/restrictions as to how their units can be used. This may be of operational character, geographical character, and so on.

2.1.2 *Process diagram*

The Commander of the multinational force will put together the ORBAT based on inputs and experience.

Figure 1 Create ORBAT

2.1.3 Output

A multinational ORBAT has been created and provided to the subordinate units.

2.1.4 Process description

SUBJECT	DESCRIPTION
Receive ORBATs	The multinational Commander receives the ORBATs provided by contributing nations
Merge ORBATs	Several national ORBATs will be merged into a multinational ORBAT.
Assess the ORBAT	Check that the ORBAT is ready to be communicated.
Communicate multinational ORBAT	Provide multinational ORBAT to the subordinate units.

2.1.5 Business rules

An ORBAT is a hierarchy of units, where one unit can have zero or many units as children as implied in figure 2 below.

Figure 2 ORBAT hierarchy

Each Unit will consist of personnel, materiel (vehicles, weapons, etc) and consumables (fuel, food, etc). The unit's operational status can be:

- Operational
- Substantially operational
- Marginally operational
- Temporarily not operational
- Not operational
- Not known

All units in an ORBAT must have a parent unit, except the top unit.

2.1.6 Questions

No	SUBJECT	DESCRIPTION	STATUS
1	Create ORBAT hierarchy	Q: How is the relationship between the units decided? A: The ORBAT is constructed by the commander of the lead nation based on inputs given to him.	Closed
2	Relation types	Q: Describe the type of relation between the Units. Do the ORBAT only describe command relationships or does it include support relationships? A: Neither. It is only the organizational structure that is given in the ORBAT.	Closed

2.2 Update ORBAT

ACTOR	Commander
GOAL	To have an ORBAT that reflects the actual organisation available.
PURPOSE	The ORBAT is used as a basis in order to create TaskOrgs,

	thus, it should always reflect the actual units available.
FREQUENCY	Upon request when major changes are taking place.

2.2.1 *Input*

Multinational ORBAT (old)

2.2.2 *Process diagram*

Based on changes in a national ORBAT, the multinational ORBAT will be updated.

Changes may be:

- One or several units are withdrawn
- One or several units are added
- A nation leaves the operation
- A nation joins the operation
- Restructuring based on the above changes

The process of updating the ORBAT is shown in figure 3 below.

Figure 3 Update ORBAT

2.2.3 *Output*

Updated ORBAT

2.2.4 Process description

SUBJECT	DESCRIPTION
A participating nation changes their ORBAT	A national ORBAT is changed when units are added, removed or replaced.
A participating nation withdraws from the operation	This means that the nation withdraws all units from the deployment.
A new nation joins the operation	The ORBAT from a new nation joining the operation must be included in the multinational ORBAT.
Remove unit(s)	Take away one or several units from the multinational ORBAT.
Add unit(s)	Add one or several units in the multinational ORBAT
Restructure the ORBAT	The structure may not be complete when units are added or removed. This step is to make sure that every unit has a parent unit all the way to the top level.
Communicate updated ORBAT to subordinate units	Provide the updated multinational ORBAT to the subordinate units.

2.2.5 Business rules

- Every change in an ORBAT during a deployment is considered as an update.
- If a national ORBAT has changed, the multinational ORBAT must be updated before a new TaskOrg is created
- The ORBAT should not be updated while there exists a TaskOrg in effect that would be afflicted by these changes.

2.2.6 Questions

No	SUBJECT	DESCRIPTION	STATUS
1	Update	Q: When is it critical to update the ORBAT? A: The ORBAT should be updated as soon as a national ORBAT is changed. The ORBAT must be updated before a new TaskOrg is created.	Closed

3 Task Organization (TaskOrg)

The difference between Order of Battle (ORBAT) and Task Organisation (TaskOrg) is in general that the ORBAT can be seen as a relatively static organisation and TaskOrg is an organisation related to a specific Plan/Order (created to support the operation)

Managing the TaskOrg consists of two processes:

1. Create TaskOrg
2. Update TaskOrg

3.1 Create TaskOrg

ACTOR	Commander
GOAL	Establish an organization that is enabled to accomplish a specific operation.
PURPOSE	Assign the appropriate combat power to subordinate elements to meet operational requirements.
FREQUENCY	At any time during planning and/or operation.

3.1.1 *Input*

Multinational ORBAT

3.1.2 *Process diagram*

Figure 4 Initiate TaskOrg

3.1.3 *Output*
 TaskOrg

3.1.4 *Process description*

SUBJECT	DESCRIPTION
Select units from the ORBAT	When creating a TaskOrg, one usually uses the ORBAT as the basis and then rearranges the structure according to the task at hand.
The Commander must meet political or national constraints when forming the TASKORG.	This has to do with how the different units can be used.
Decide units to be detached/attached	The higher level commander decides from which unit and the kind of unit type to be detached/attached. The actual unit to be attached/detached (if more than one of the same type) is decided by that units higher unit commander during his planning, see figure 5. The specification of the unit should be done as early as possible in order for the subordinate unit to start his

	<p>planning, however, the higher unit commander must decide on the specific unit to be detached at the latest before the plan turns into an order.</p>
<p>Specify command, control relationships for each unit.</p>	<p>Command relationships establish the degree of control and responsibility commanders have for forces operating under their control. The command relationships to be used are: full command, operational command, tactical command, operational control, tactical control, administrative control and coordination authority (source: ATP 3.2 Land Operations).</p>
<p>Specify support relationship</p>	<p>Support relationships define the purpose, scope, and effect desired when one capability supports another. Support relationships establish specific responsibilities between supporting and supported units. The support relationships to be used are: close support, mutual support, direct support and general support. For fire units and combat support: direct support (artillery), general support (artillery), general support reinforcing (artillery), and reinforcing (artillery).</p>
<p>Include timeframe or other indication for each unit.</p>	<p>This is related to attachment/detachment/support. This can be from time, to time, or timeframe (from-to). Alternatively it can be another indication, e.g. when goal such and such is reached.</p>
<p>Communicate TASKORG to subordinate units, proximity units and other relevant HQs.</p>	<p>Provide TaskOrg to the subordinate units, proximity units, and other HQs that should have this information.</p>

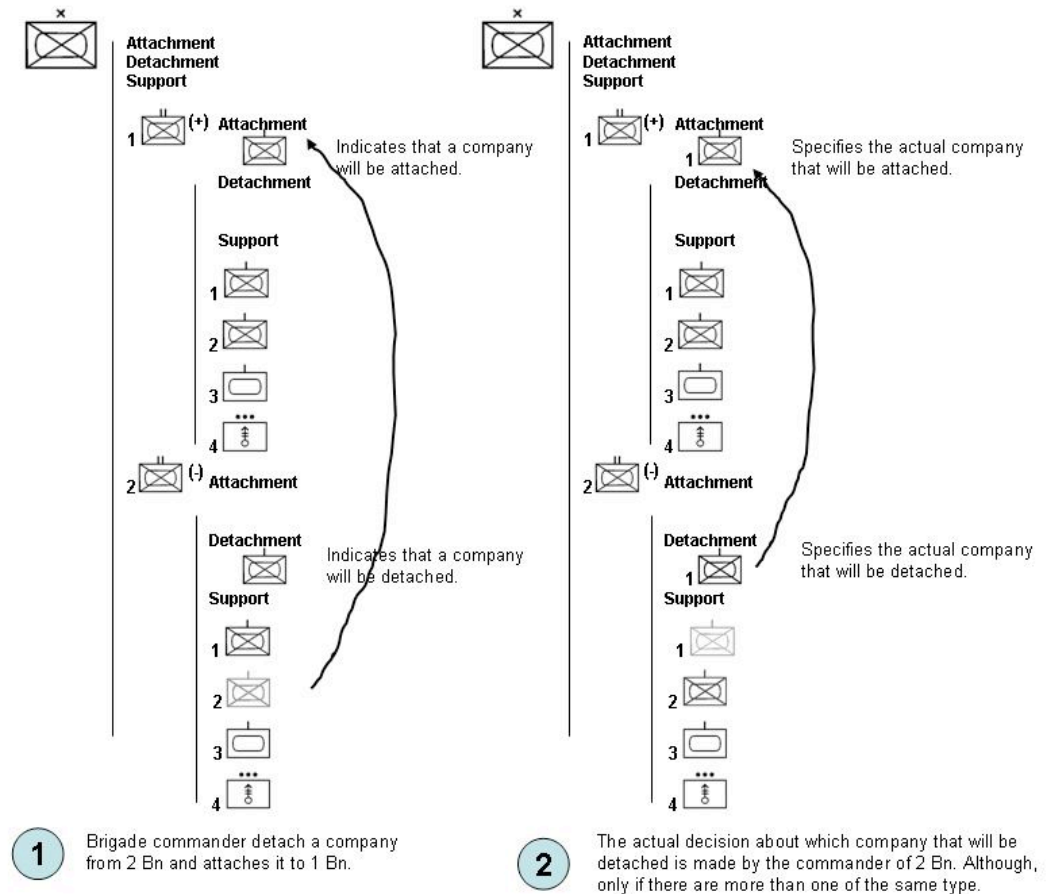


Figure 5 Explanation of detachment and attachment

3.1.5 Business rules

- There can exist one or several TaskOrgs related to a plan.
- There can exist one or several TaskOrgs related to an order.
- There can only be one TaskOrg in effect related to a specific phase in an operational order, but there can be several phases executing (in parallel).
- A command relationship is mandatory.
- A support relationship is optional.
- A command relationship must be stated when a unit is detached/attached

3.1.6 Questions

No	SUBJECT	DESCRIPTION	STATUS
1	command & support relationships	Q: Are there specific combinations of command and support relationships that are legal/illegal? A: OWG will provide the combinations. Not to	Open

		be considered.	
2	How do we indicate which taskorg is in effect?	Q: For one operational order there may be several taskorgs (e.g one for each phase of the order). Do we need at status or something to indicate which TaskOrg is in effect. A: No, since the TaskOrg is related to the operational order this information is already given.	Closed

3.2 Update TaskOrg

ACTOR	Commander
GOAL	To have the best possible structure for deployment
PURPOSE	To have a optimized TaskOrg for fulfilling the task.
FREQUENCY	When operationally needed. (Commanders decision).

3.2.1 *Input* TaskOrg

3.2.2 *Process diagram*

If the operational task has changed then a new TaskOrg is created, if the operational task is the same then the TaskOrg is updated if the Commander finds it necessary. See, figure 6.

Figure 6 Update TaskOrg - high level

Figure 7 shows a more detailed description of the activities involved in updating a TaskOrg.

Figure 7 Update TaskOrg

3.2.3 Output

Updated TaskOrg

3.2.4 Process description

SUBJECT	DESCRIPTION
The Commander adds or removes units from the TaskOrg	There may be some special support needed that was not considered before. Removed?
Decide units to be detached/attached	The higher level commander decides from which unit and the kind of unit type to be detached/attached. See the more detailed description in 3.1.4.

Specify command, control relationships for each unit.	Command relationships establish the degree of control and responsibility commanders have for forces operating under their control. See 3.1.4.
Specify support relationship if needed.	Support relationships define the purpose, scope, and effect desired when one capability supports another. Support relationships establish specific responsibilities between supporting and supported units. See 3.1.4
Include timeframe or other indication for each unit.	This is related to attachment/detachment/support. This can be from time, to time, or timeframe (from-to). Alternatively it can be another indication, e.g. when goal such and such is reached.
Communicate TASKORG to subordinate units, proximity units and other relevant HQs.	Provide TaskOrg to the subordinate units, proximity units, and other HQs that should have this information.

3.2.5 Business rules

- The TaskOrg can be updated if the operational task to be executed has not changed and the Commander deems it necessary in order to fulfil the operational task.

3.2.6 Questions

No	SUBJECT	DESCRIPTION	STATUS
1	Command relationships	Q: How do you handle the difference between general command relationships and the actual relationship? A: Command relationship is something that is put to the unit when it leaves its own mother unit and is given to a new unit under command. When a unit is detached after finishing a task, it is again under command of its mother unit.	