

The Role of the MAGTF G-1

by the MSTP Staff

Over the last several years the role of the G-1 (personnel) in Marine air-ground task force (MAGTF) operations has greatly diminished. The MAGTF Staff Training Program (MSTP) is embarking on an initiative to reestablish this role.

Technology advances and personnel restructuring have significantly changed the role of the military administrator throughout American history, particularly within the last decade. The Army's Adjutant General's Corps has a long and illustrious history. BG Horatio Gates, known as the father of the Adjutant General's Corps, was one of the first officers commissioned in the Continental Army. During the Civil War, Robert E. Lee's adjutant not only served as his chief of staff but also as his trusted confidant. In the Marine Corps, the remnants of this proud tradition can still be found during military parades with the echo of, "Sound adjutant's call." This bold command, given by the adjutant as he marched on the field to direct the movement of troops, was at one time intended as an alert for orders to follow. Now used only for ceremonial purposes, the formation led by the adjutant and the "boxing" of the staff once facilitated the passing of orders and directives from the commander. As written communications took the place of oral directives, this type of formation became obsolete.

Administrative Procedures Prior to the Computer

When paper was used as the main form of official communications, administrators provided essential services. Most correspondence moved slowly through "in" and "out" boxes—sometimes in triplicate. During this era the daily assembly of the unit's naval message read-board binder, the management of the numerous manu-

als located in central files, and FROST (all-hands notification) calls were the responsibility of the G-1.

The Computer Age

With the rise of the Internet and advances in communications technology, Marines who used to move all of that paper are now gone, replaced by paperless, online, reach-back administration; local area network manager notices; and e-mail taskings. Previously established information routing processes have been replaced by flattened communications. Due to the information technology interface, many communications functions have naturally shifted from the G-1 to the G-6 (communications), and consequently, the G-1's role has been significantly transformed and, in many areas, greatly diminished. Although many of the old, unwieldy, and manpower-intensive administrative procedures are no more, there is still a need for control over official information entering and exiting the command. While technology has increased the efficiency of correspondence routing, it has not necessarily improved the quality of the resulting correspondence or enhanced proper staffing. Much to the chagrin of many commanders, electronic responses are often sent out of the command with no official endorsement, staff coordination, version control or, in extreme cases, with no command knowledge.

Major Changes

In addition to official correspondence, the sheer volume of informa-

tion that typically flows through a MAGTF has caused information management to become a growing area of concern, especially in the operational environment. (See *MCG*, Oct02 for more on information management.) The information management officer (IMO) resides either in the office of the chief of staff or in the G-3 (operations) and is responsible for controlling the flow of information within the Marine expeditionary force (MEF), not the G-1. However, the IMO may not interface with the G-1 or include the G-1 in his information management plan even though the G-1 is still responsible for issues that pertain to information flow.

Another significant change affecting the G-1 is the restructuring of the provost marshal. Prior to the reassignment of military police (MP) billets to the G-3 for force protection issues and the establishment of the MP battalions, the MPs worked under the cognizance and direction of the G-1. This arrangement dates back to the G-1's responsibilities for enforcing good order and discipline, organizing and dispatching the interior guard, and managing enemy prisoners of war (EPWs). Along with control of the MPs, those responsibilities have been transferred elsewhere.

Field Operations

The G-1 once played a valuable role in field operations. From issuing the communications shift for message traffic, to determining the command post (CP) location, the G-1 was once actively and significantly involved in all aspects of the CP. Before the creation of the MEF headquarters

group (MHG), the G-1 often fulfilled headquarters commandant responsibilities, and in the absence of the MHG, the G-1 was tasked with this responsibility. The G-1 needed to know where Marines were billeted and, therefore, was once tasked with billet assignment. The G-1 released the duty roster that was used in an operational environment to organize the interior guard and working parties. The duty rosters were used for a practical purpose to organize CP activities; for example, in order to locate the oncoming sentry in the middle of the night or to know where a Marine is billeted in case of an emergency. Billeting assignment has migrated to the G-4 (logistics), but a close G-1/G-4 relationship is still essential to ensure that all aspects of the CP work smoothly.

G-1 Functions

According to *Marine Corps Warfighting Publication 3-40.1, Marine Air-Ground Task Force Command and Control*, signed in April 2003, specific responsibilities of the MAGTF G-1 include:

- Personnel strength management.
- Personnel replacement management.
- Discipline, law, and order.
- Prisoners of war.
- Headquarters management.
- Casualty management.
- Personnel management.
- Morale and personnel services.
- Operation plan and operation order.

Special staff officers under the cognizance of the G-1 are:

- Adjutant (may be the security manager due to classified material responsibilities).
- Career planning officer.
- Disbursing officer (in the absence of a comptroller).
- Postal officer.
- Morale, welfare, and recreation officer (Marine Corps Community Services).
- Personnel officer.

In the absence of a MAGTF comptroller, the G-1 may contain a disbursing or fiscal officer. If no judge advocate is assigned, the G-1 may act as a legal officer. In addition to normally established staff coordination, the G-1 coordinates extensively with the chap-

lain, the security manager, IMO, headquarters commandant, staff judge advocate, provost marshal, comptroller, and the MAGTF inspector.

MSTP Observations

Past MSTP observations have shown an overall lack of G-1 participation in MEF exercises (MEFExs) and of staff coordination between the G-1 and other sections. When the G-1 relationship within the MAGTF staff is ineffectual, creative workarounds are frequently invented to compensate. Sometimes the staff chooses to ignore personnel issues with the usual consequences, or worse yet, the G-1 is held solely accountable for staffing failures—when the proper coordination is a dual responsibility of the G-1 and the other sections.

If G-1 participation occurs during a MEFEx it is usually based on local standing operating procedures (SOPs). Many SOPs have been written from the personal experiences of the G-1. If a local SOP exists, it varies in quality and standardization between MEFs and may not be current or doctrinally sound. The SOP is usually concerned with only G-1 garrison functions or tactical administrative issues. It often does not take into consideration warfighting functions or the interface of the MAGTF G-1 in the Marine Corps planning process (MCP).

The G-1 has a legitimate role in the MAGTF operational planning team (OPT) and in employing the MCP. Task 0180.05.15 of *Marine Corps Order 1510.53C, Individual Training Standards (ITSs) System for*

Personnel and Administration, Occupational Field (OCCFLD) 01, is shown in Figure 1.

MSTP is tasked with providing training to the G-1 in the MCP, but the current MSTP training syllabus does not readily meet this need. The MSTP exercise scenario typically takes place too far into combat operations to give the G-1 practice and training. At the beginning of the exercise most of the G-1 operational planning, such as the casualty estimation, Reserve mobilization, and EPW management, is already programmed into the scenario and is assumed to have successfully occurred months prior to simulated operations. Recent lessons learned from Operation IRAQI FREEDOM—many of which are repeat issues from the Gulf War—reveal a pressing need for G-1 operational training. MSTP is in the process of adding MAGTF G-1 classes to their curriculum, inserting more G-1-specific play in the modeling and simulation and, most importantly, developing documents to provide practical guidance to G-1 planners.

G-1 Warfighting Training

One method of proposed MSTP training would be to program the MEF G-1's completed casualty estimate, combat replacement plan, casualty evaluation plan, and EPW support into the modeling and simulation scenario, and allow the input to affect the battle situation. For instance, if the chosen course of action called for an expeditionary bridge emplacement

TASK: 0180.05.15 PARTICIPATE IN STAFF PLANNING PROCESS

CONDITION(S): Given an operational mission.

STANDARD(S): Per *FMFM 3-1 [Fleet Marine Force Manual 3-1, Command and Staff Action]*, MSTP and local SOPs.

PERFORMANCE STEPS:

1. Develop estimates of supportability, to include casualty estimation, casualty replacements, EPW handling, postal support, mail routing, graves registration, et al.
2. Conduct inter-staff section coordination.
3. Conduct CP site recon/develop CP layout.

REFERENCE(S):

1. *FMFM 3-1*
2. MSTP, Marine Air Ground Task Force (MAGTF) Staff Training Program
3. SOP, Standing Operating Procedures

INITIAL TRAINING SETTING: Formal School (Preliminary) Sustainment (12) Req By (2dLt)

Figure 1.

and crossing and the G-1 had not mobilized the correct military occupational specialties and numbers of Marines to adequately staff a bridge company, then the model would not allow for the bridge to be placed. The same G-1 operational planning could affect explosive ordnance disposal, civil affairs, psychological operations, linguists, contractors, and other specialized or unique personnel needed to successfully support the mission.

Conclusion

With even more G-1 personnel cuts looming under current manpower planning and the current lack of Marine Corps G-1-oriented doctrine, the G-1 community needs to exploit every opportunity to use technology and training to its advantage. Over the last decade, Training and Education Command and the Marine Corps University have developed excellent training packages with the Advanced Logistics Officer's Course and the Tactical Logistics Officer's Course.

Unfortunately, these classes have little to offer the G-1, even though the G-4/G-1 interface is critical to successful combat service support. There are also several long-range, technology-based logistical systems either in use or under consideration. Currently, the Marine Corps is more capable of tracking a pallet of meals, ready-to-eat or locating a runner in the Marine Corps Marathon than it is in locating a lance corporal during operations—making battlefield personnel accountability a prime candidate for technology application. The first step in MSTP's effort to bring the G-1 back into the fight was the publication of the MAGTF G-1 pamphlet in September. Copies of this pamphlet may be downloaded by visiting the MSTP web site at <www.mstp.quantico.usmc.mil>. The next step is to develop and wargame G-1-specific classes and OPTs. Arguably, the most important product produced by the G-1 during MAGTF planning operations is the casualty estimate. The casualty estimate

is used by Headquarters Marine Corps to set mobilization and active duty personnel movement policies and is used by health services to determine the appropriate medical response. The MSTP casualty estimation class is currently under development, and classes on Reserve mobilization and EPW management will follow. Any suggestions for improvement in the operational training of the G-1 would be appreciated. Please send comments or recommendations by e-mail to <hunterka@mstp.quantico.usmc.mil>.



>A forthcoming article written by the MSTP staff will focus on the development of the casualty estimation, its importance in the MCPP, and how it is used to assist the commander.

>>This article is part of a series of articles by the MSTP staff that addresses MAGTF operations and lessons learned. Readers may download copies of these articles on the MSTP web site at <www.mstp.quantico.usmc.mil> under Publications/Team Positions.

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