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CHAPTER 7

Navy Operational-Level Command Organization and Functions

This chapter will discuss the Navy operational-level command organization structure and the functions it supports. It will briefly examine the methodology utilized to coordinate the simultaneous actions the maritime operational level command staff may execute to support the commander.

7.1 NAVY OPERATIONAL-LEVEL COMMAND

Today's Navy operational-level staffs must continuously balance operational and administrative (Title 10), responsibilities. Navy administrative and joint operational organizational constructs are different.

1. The Navy organizational construct is based upon a hierarchical command structure (pyramid) with established communication paths from subordinate to senior officers/commands. Each level in the Navy structure is expected to review information, determine its relevance with respect to other information, and provide interpretation and recommendation to higher levels within the organization. This organizational construct is commonly referred to as a Napoleonic organizational construct.
2. The joint operational construct (see JP 3-33, Joint Task Force Headquarters) is matrix based, with the traditional Napoleonic organizations providing resources to product teams, thereby accelerating the commander's decision processes. Product teams are categorized as boards, bureaus, cells, centers, and working groups (B2C2WGs), depending on the product being provided to the headquarters and the duration that the team will exist. Navy tailoring of the joint operational construct for the maritime domain has resulted in the maritime operations center (MOC) construct. See NTTP 3-32.1, Maritime Operations Center.

Adherence to guidance contained in NTTP 3-32.1 will ensure standardized staff functions and processes that enable interoperability with the joint community and commonality across all fleet and principal headquarters. To continually address administrative and operational responsibilities Navy operational-level command organizations must be:

1. Flexible — capable of adjusting to changing priorities, whether fleet management or operational
2. Tailorable — capable of smoothly transitioning as the commander is assigned different roles
3. Scalable — capable of integrating additional capacity or capabilities in response to new missions.

Each Navy operational-level command organizational structure has the same three basic organizational structures: command, fleet management, and maritime operations (see Figure 7-1). Each of these structures is briefly described below, and will be discussed in greater detail in follow-on paragraphs. The commander retains the authority to modify his staff structure as necessary to accomplish the mission. The mission determines what tasks the command is expected to accomplish. These tasks determine how the commander organizes or adapts his staff to support mission accomplishment. The basic staff structure provides the flexibility to make such modifications, while simultaneously maintaining a structure that individuals outside the command can easily understand and access for interoperability and that allows for transition to support various roles assigned to Navy operational-level commanders — joint force maritime component commander (JFMCC), joint force commander (JFC), Navy force commander (COMNAVFOR), or fleet commander.

1. The command structure consists of the commander, deputy commander (if assigned), chief of staff (COS) and the commander’s personal staff. It is the focal point of all staff work to collect and process information in order that the commander can make timely, accurate decisions that:
 - a. Support successful actions at the operational level.
 - b. Support Secretary of the Navy’s (SecNav) Title 10 responsibilities (Figure 4-5).
2. The fleet management structure provides the commander the information needed to make decisions to execute support of SecNav’s Title 10 responsibilities (Figure 4-5). These efforts ensure that the Navy is ready (manned, trained, and equipped) today and in the future to successfully execute joint maritime operations. This structure also constitutes the resource pool that is used to man the maritime operations structure with subject-matter experts. Therefore, the Navy operational-level command staff can and frequently are required to execute tasks in support of fleet management and maritime operations.
3. The maritime operations structure provides the commander with the command and control (C2) organization needed to properly assess, plan, direct, and monitor maritime operations from an operational-level perspective.

7.1.1 Command Structure of Navy Operational-Level Commands

The command structure consists of the commander, deputy commander (if assigned), the COS, and the commander’s personal staff.

The commander exercises command across the breadth of the operational maritime force using the C2 processes discussed in Chapter 6. Supporting the commander is a carefully designed C2 infrastructure that obtains, analyzes, and submits information to the commander to assist in decision making and manage the execution of the commander’s decisions.

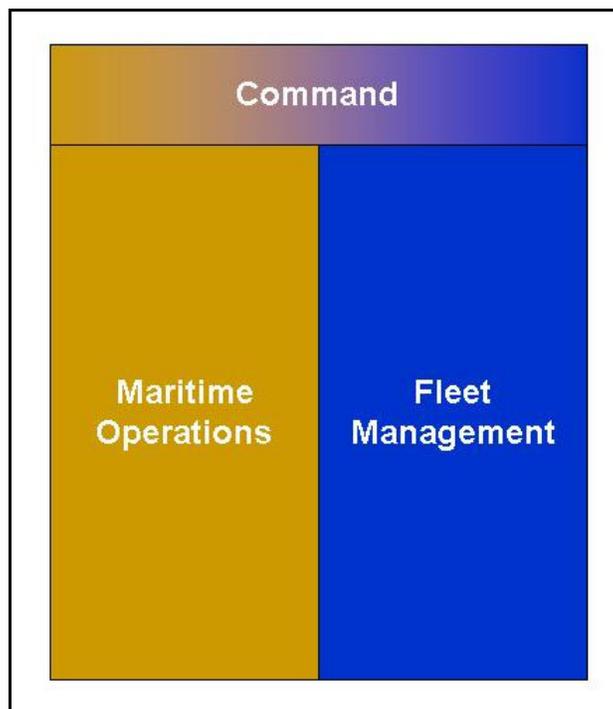


Figure 7-1. Navy Operational-Level Command Organizational Structures

The COS is the commander's lead staff officer. The commander normally delegates authority to the COS for the executive management of the entire staff. The COS directs staff tasks, conducts staff coordination, and ensures efficient and prompt staff response. The COS does not normally oversee the commander's personal staff. In major fleet commands, the commander may designate deputy chiefs of staff (DCOS)/directors to direct, coordinate, and supervise the actions of fleet management directorates and/or a MOC director to do the same with the maritime operations components. The COS performs the following functions:

1. Keeps the commander informed of current and developing situations.
2. Receives the commander's decisions and ensures the staff takes appropriate actions to implement those decisions.
3. Supervises the actions of special assistants, DCOS/directors, and the MOC director.
4. Serves as the chief information officer.
5. Monitors the currency, accuracy, and status of commander's critical information requirements (CCIRs).
6. Directs and supervises the planning and execution process.
7. Monitors development of plans, orders, and instructions.
8. Obtains the commander's approval of and promulgates plans, orders, and instructions.
9. Monitors, with assistance of the staff, the execution of plans, orders, and instructions.
10. Organizes, plans, and supervises staff training.
11. Ensures proper coordination of staff activities internally, vertically (with higher headquarters and subordinate units), and horizontally (with staffs at same echelon/level of command).
12. Ensures proper staff support to subordinate commanders and staffs.
13. Prioritizes efforts of fleet management, operations, and shared support.

The commander and COS are supported by the commander's personal staff and fleet management staffs. The commander's personal staff works directly for the commander. The personal staff is normally composed of aides, the command master chief, and personnel secretaries. Specific duties and responsibilities of the personal staff are specified by the commander. The fleet management staff is composed of special assistants and directors who are responsible to the commander and are coordinated and directed by the COS. Directors are responsible for a broad functional area (a directorate) and help the commander coordinate and supervise the execution of plans, operations, and activities in that area. Directors exercise broad coordinating responsibilities over staff sections within their assigned functional area. These responsibilities are intended to facilitate coordination within related areas of staff functioning and to ensure the systematic channeling of information and documents.

Staff officers are accountable for the commander's entire field of responsibilities, except for any areas that the commander may elect to control personally. A staff officer's authority is limited to advising, planning, and coordinating actions within his or her functional area. The commander might also give a staff officer added authority to act on specific matters related to his or her functional area.

Staff officers are responsible for acquiring information and analyzing its implications to provide timely and accurate recommendations to the commander. Staff officers must often request and receive information from staff sections not under their cognizance. For example, the staff judge advocate (SJA) must request, receive, and coordinate information from other staff sections, specifically intelligence and operations, for the purposes of developing and refining rules of engagement (ROE). A clear definition of staff responsibilities is necessary to

ensure coordination and eliminate conflict. The command’s standard organization and regulations manual (SORM) and standard operating procedures (SOPs) should clearly delineate staff primary responsibilities and requirements for support and coordination.

7.1.2 Fleet Management Structure of Navy Operational-Level Commands

The fleet management structure of Navy operational-level command (see Figure 7-2) includes the special assistants to the commander plus the N1 (personnel), N2 (intelligence), N3 (operations), N4 (logistics), N5 (plans and policy), N6 (communications information systems), N7 (training), and N8 (programs) directorates. Based on mission requirements and the nature of the operational environment, the commander commonly establishes additional staff directorates. For instance, an N9 directorate may be responsible for civil-military issues, concept development, and experimentation, or another area that requires the command’s attention. The focus of the fleet management module is the readiness of the assigned and attached Navy forces (NAVFOR). This focus covers the operational near-, mid-, and far-time horizons and long-term input to the Navy service as a whole. It requires knowledge of today’s operational environment and the projected environment, plus Navy policies and procedures for the manning, equipping, and training of Navy forces.

The fleet management structure is organized based on the “Napoleonic Structure,” with the staff organized into directorates with each directorate having a specific responsibility (Table 7-1). In the Navy, directorates are prefaced with the letter “N”; the Marines preface directorate numbers with the letter “G” on staffs whose commander is a general officer. Otherwise, Marine directorate numbers are prefaced with an “S” (regiment level and below). The use of standard directorate assignments enhances external headquarters’ communication with the Navy operational-level command.

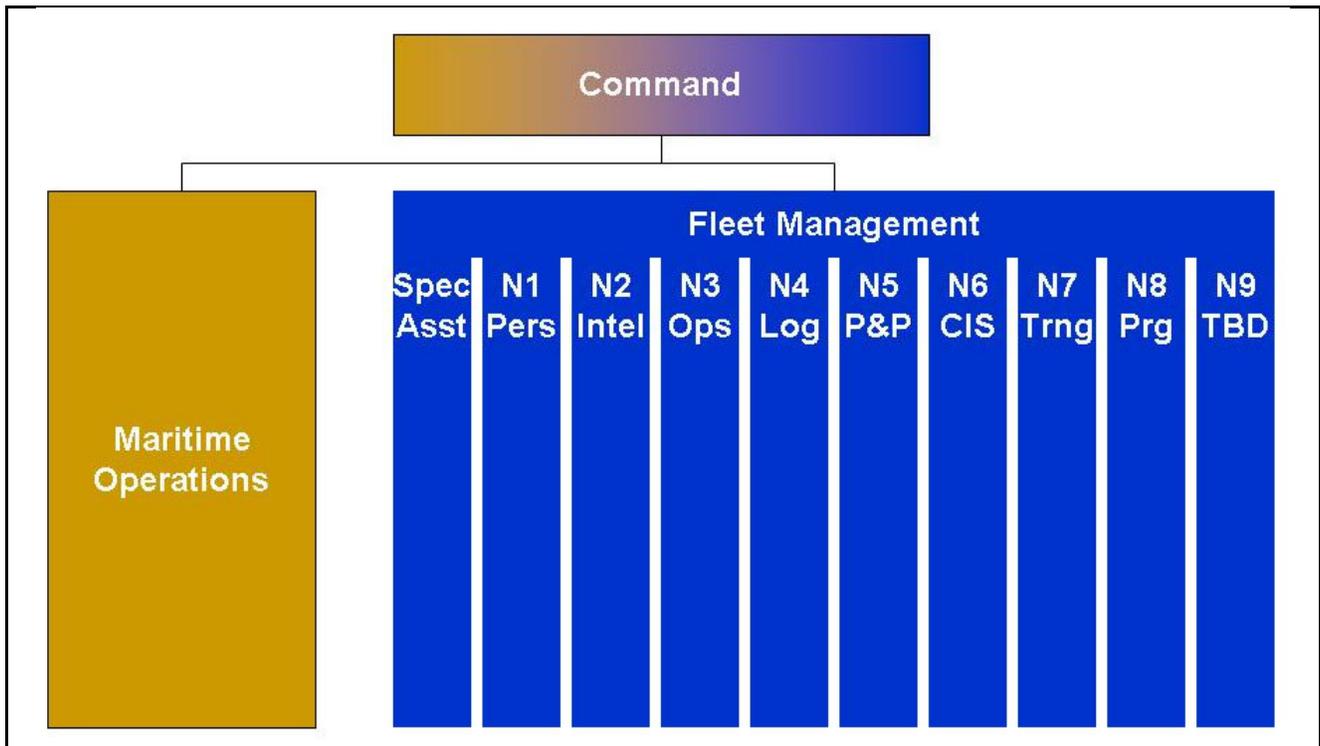


Figure 7-2. Navy Operational-Level Fleet Management