Lesson 3.4

Operational Rhythm, Staff Work and Digital Tools

Content

- Operational Rhythm

- Routine Staff Work

- Digital Tools

Learning Outcomes

- Describe the Operational Rhythm concept

- Explain Staff Duties

- Describe the Digital Tools available to enhance Situation Awareness and support Decision-Making

Operational Rhythm

- "Each Headquarters or Office has a **routine to follow,** be it on the meeting, reporting, assessment or tasking aspect, and be it on daily, weekly, monthly, quarterly or yearly routine**".** This is known as their **Operational Rhythm**

- Operational Rhythm may vary from mission to mission

- Every HQ is required to define its own routine Operational Rhythm

FHQ Internal Operational Rhythm

- Generic example:

  - 0645 Begin day duty
  - 0730 Dry run FC Morning briefing
  - 0815 FC Morning briefing
  - 1000 U2 Inputs to Daily SITREP (NY)
  - ...

- Coordinated with Mission HQ and other entities' schedules

FHQ Operational Rhythm with MHQ/ other UN entities

FC/DFC/FCOS

- Principal Management Meeting (PMM)
- Head of Sections (HoS) Meeting
- Senior Management Group (SMG)
- Senior Management Team (SMT)
- Crisis Management Team (CMT)
- Technical Working Group
- IED Threat Mitigation Working Group

FCOS

- Operational Coordination Committee (OCC)
- FCOS Staff Synchronization Meeting, includes Mission Support Division (MSD) and Political Affairs Division (PAD)
- COE and MOU Management Review Board (CMMRB)
- Weapon and Ammunition Advisory Board (WAAB)
- Integrated Project Team (IPT)
- Mission Peacekeeping-Intelligence Group

FHQ Operational Rhythm with MHQ/ other UN entities

U-2

- JMAC Early Warning
- MICM Meeting

U-3

- Operation Assessment Board
- JOC Coordination Meeting
- Risk Assessment Coordination Meeting
- Risk Management Board (RMB)
- MOVCON Coordination Meeting
- SAGE Meeting

U-4/FMO

- Medical Working Group Meeting

U-5

- Result Based Budgeting
- Comprehensive Performance Assessment System (CPAS)
- Rotation Working Group
- Security Sector Reform Meeting
- Secretary General's 90 days report

U-7

- IMTC Training Coordination Meeting

U-9

- Political Affairs Division (PAD) Meeting
- Military Civil Defence Assets (MCDA) Meeting
- Collection Management Board (CMB)
- Humanitarian Situational Briefing

Example of Operational Rhythm

Period	Event	Location	Participants / Reporting line
Daily	Shift Change	Operation Centre	Duty Officer
Daily	Situation Update to HOMC/FC	Briefing Room	HOMC/FC, DFC, Force CoS, U-1~9, Personal Staff, Liaison Officers, *
Daily	Daily Information Summary (INFOSUM)	U-2	DPO/OMA (0600hrs NYT)
Daily	Daily Situation Report (SITREP)	U-3	DPO/SITCEN (0600hrs NYT)
Weekly	Weekly Information Report (INFOREP)	U-3	DPO/OMA (0600hrs NYT)
Weekly	Weekly Situation Report	U-3	UNHQ DPO/ SITCEN/OMA (0600 hrs NYT)
Weekly	Mission Leadership Team (MLT) Meeting	Mission Briefing Room	HOMC/FC, U-2/3
Weekly (depending Security sit.)	Security Management Team (SMT)	Mission Briefing Room	HOMC/FC, Members of SMT, CSO, U-2/3/5, Info Ops
Monthly	Monthly Military Strength Report	U-3	DPO/OMA/OO
Monthly	Military Monthly Report	U-3	DPO/OMA/OO
Monthly	Mission PK-I Coord Mechanism (MICM)	U-2	COS, Intel elements from all components and mission partners
Quarterly	HOMC/FC Conference	Sectors	HOMC/FC, Contingent Commanders, U-2/3/5, *
Bi-annually	Inter-Mission Conference	Force HQ	HOMC, U-2/3/5, *
Every 6 Months	Operational Readiness Report	U-3	DPO/OMA/OO
Ad-hoc	Plans update to HOMC/FC	U-3	HOMC/FC/DFC/CoS, U-1~9, Personal Staff, LOs,*
Ad-hoc	Notification of Casualty (NOTICAS)	U-3	DPO/OMA/OO
As Required	Special Incident Flash Report (SINREP)	U-3 (JOC)	DPO/SITCEN/OMA
As Required	Reporting following the Use of Force	U-3 (JOC)	DPO/SITCEN/OMA

* Others as required

Important FHQ Activities

- Force Protection WG

- Special Forces WG

- UN-CIMIC Coordination meeting

- Weekly Mission Leadership meetings

- Daily Operational Brief

- Weekly FC's Planning Meeting with FHQ Staff

- Weekly SMT meeting

- Monthly Operational Update to SRSG and OMA

- Monthly Mission PK-I Coordination Mechanism (MICM)

- Quarterly Meeting of regional FCs

- Quarterly FC's Conference with Commanders

- Regular FC's visit to all major units

- Bi-annual Inter-Mission-Cooperation Conference

- Bi-annual Mission Operational Capability Review

- Bi-annual Contingent Commanders Conference

- Annual Force Report

- HOMCs Conference in UNHQ

Staff Duties
Reporting and Briefings

- **Reporting:**

  - Inputs to routine SITREP, Notes, Fax, Memo, Talking Points, SG-Reports, etc.

- **Meetings/Briefings:**
  - Morning Briefing, Visitor Information Briefing, Staff Briefing, etc.

Types of UN Written Communications

Strategic	Code Cable Letter Note Verbale Fax E-Mail	Reports Talking points Notes Memo Briefings
Operational	Code Cable Note Verbale Fax E-Mail	Reports Talking points Notes Memo Briefings
Tactical	Fax E-Mail	Reports Notes Memo Briefings

Transmission Systems

- E-mails are sent as encrypted using a secure SMART system

- SAGE event and incident tracking system through Unite Aware*

- Code Cable System

- Operations Report Repository (ORR)*

    * Not yet implemented in all PKOs/SPMs

Classification Levels

UN documents security classifications:

- UNCLASSIFIED

- CONFIDENTIAL

- STRICTLY CONFIDENTIAL

Reporting from UNPKO to UNHQ – Roles and Responsibilities

Strategic

- UNSC
- UN SG
- DPO/DPPA/DOS

Operational

- SRSG/HoM
- FC /HoMC
- FHQ

Daily / Weekly SITREPs

UNOCC

JOC

MOC

Special Incidents Reports

Tactical

Regional HQ	Regional HQ	Regional HQ
SHQ 1	SHQ 2	CMO/SMO
Units	Mas/LOs	Units	Mas/LOs	UNMOs

Daily / Weekly SITREPs

JOC

MOC

Special Incidents Reports
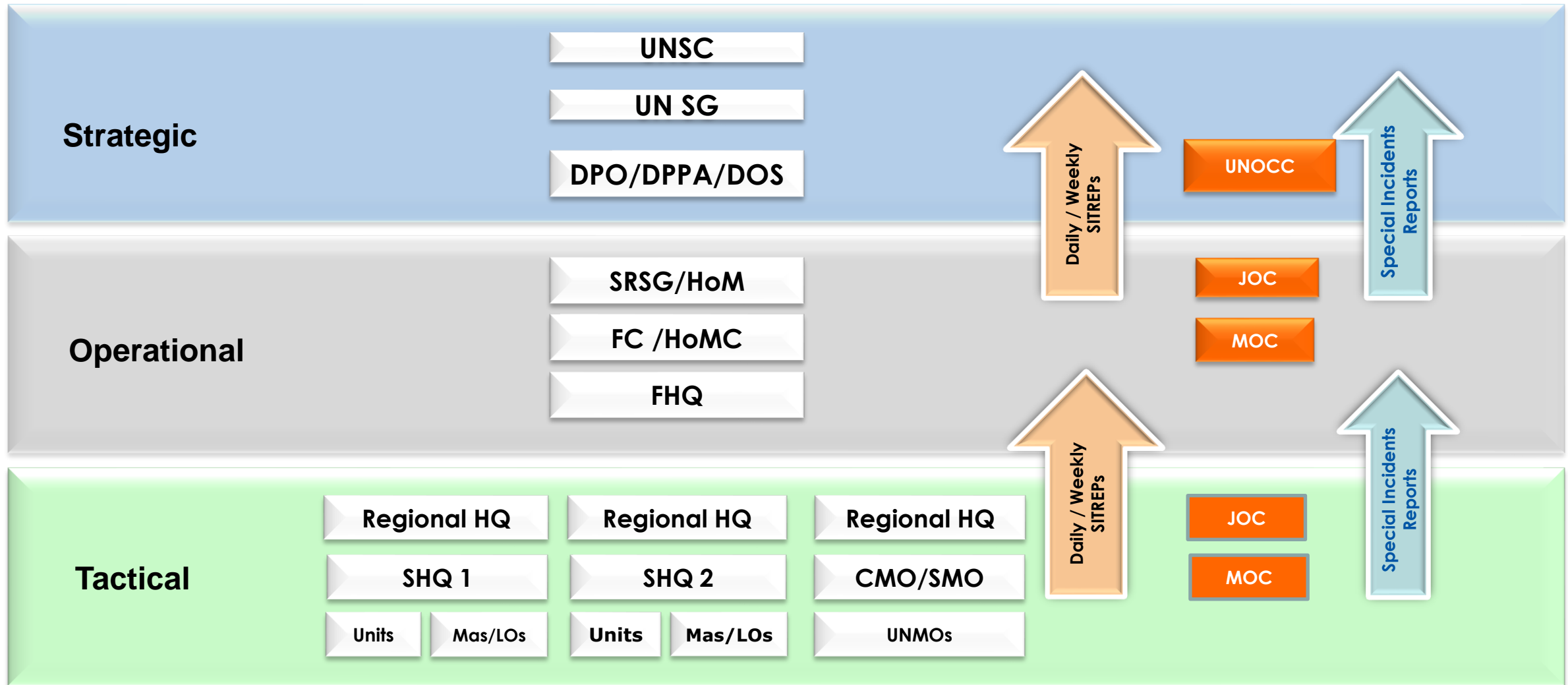
HOMC Technical Reports and Communication with MILAD (UNHQ)

Reports to UNHQ	**Other relevant reports from FHQ to UNHQ**

• Military Daily and Weekly Reporting
 	
• Military Monthly Reporting
 	
• Military Annual Reporting
 	
• Significant Incident Reports
   – Flash Report
   – Notification of Casualties
   – Intermediate Report, Final Report and After-Action Report
   – Use of Force Reporting
	• Technical Reports
	   – Monthly Basis
	   – Quarterly Basis
	
	• Personnel Status Reports
	
	• Peacekeeping-Intelligence Reports
	
	• Performance Related Reports
	
	• Unit Performance Evaluation Reports
	
	• End of Assignment Reports
	
	• Data Collection

Main Operational Reports

In-mission Reporting:

- Military Daily and Weekly Situation Report (SITREP)

- Special Incident Report (SINCREP) - Also known as "Flash Report"

- Notification of Casualties (NOTICAS)

- Military Monthly and Annual Reporting

- Reporting following the Use of Force

- Verification and Operational Readiness Reporting

- Patrol Report

- After Action Report (AAR)

Example: Incident Reporting

Hostile action
- FHQ sends flash reports to OMA Leadership
- OMA informs Permanent Mission of the TCC in case of death/serious injury

Follow up
- In case of significant update, FHQ updates OMA
- Update provided following the same means

NOTICAS and condolence letter
- NOTICAS on death or serious injury is provided by the Mission
- Condolence letter follows in case of death

Tactical Level Reports

- Battalion or Unit level

- Sector level

- Force level/Military Component

- Information/reporting about military activities are carried along two chains (Force & UNMOs) to JOC

Types of Tactical Reports

- Meeting Report
- Patrol Report
- After Action Report
- Daily Situation Report
- Daily Security Incident Report
- Incident Report
- Flash Report
- Notification of Casualty
- Weekly Situation Report
- Weekly Information Summary

- Monthly Report
- Annual report
- End of Assignment Report
- Personal Evaluation Report
- Logistics Report
- Personal Strength Report
- Verification Report
- CIMIC Report
- Others…

Report procedures and formats

- The correspondence of the United Nations must be

  - Concise
  - Clear and accurate in content
  - Direct and dignified in style
  - Correct in form and appearance

- In writing Oxford English spelling is used as a rule

Principles of Reporting

- Ensure only important and relevant information is communicated

- The Chain of Command is NOT to be changed, bypassed or skipped.

- Distribution lists are to be scrutinised and disciplined.

- Routine reporting schedules should be observed by all reporting missions/HQs/units.

- CCIRs, incidents, violations or time-critical information should be reported to higher HQs in a timely manner

- Identification and referencing of the reporting entity must be clear and unambiguous.

Report Deadlines

- **Daily SITREPs:**

  – Covering 24-hour period up to midnight local time, preceding date of issuance

  – To be submitted **Monday through Friday** (or Saturday for missions where Friday is a non-working day)

  – To UNOCC NLT **0500 hrs NYT**

- **Weekly SITREPs:**

  – Covering **Tuesday 0001 hrs to Monday 2400 hrs NYT**

  – To UNOCC **NLT Tuesday 0900 hrs NYT**

Meetings/Briefings

- **Daily:**
  - FC Morning Briefing

- **Weekly:**
  - Security Management Meeting

- **Upon request:**
  - Information Briefing (FC, SRSG, COS, Visitors)
  - Decision Briefing (FC, SRSG)
  - Crisis Management Meeting (SRSG)
  - Evaluation and Assessment Commission
  - Working Groups (Analysis, Planning)

Types of Oral Briefings

- Morning Briefing

- Visitor Information Briefing

- Staff Briefing

- Military Information Briefing

- Mission Analysis Briefing

- Factor Analysis Briefing

- COA Development Briefing

- Decision Briefing

Learning Activity

Quick Quiz

Total Time: 5 mins

1. **Which of the following is not a tactical-level written communication:**

   (a) Reports   (b) Code Cable   (c) Memo

2. **Which of the following is not a security classification used with UN documents?**

   (a) Confidential   (b) Strictly Confidential   (c) Secret

3. **Info/ reporting about military activities are carried along which chain?**

   (a) Force   (b) UNMOs   (c) Both

Digital Tools

- **An overview of the Importance of Situational Awareness in PKO**

- **Unite Aware:**

  – Maps

  – Patrol Plans

  – SAGE

  – Training – UNAC (Carana)

- **Operations Reports Repository (ORR)**

Importance of Situational Awareness and Crisis Response

> *Improving **integrated information flow**, the coordination of **situational awareness** and **crisis response** is critical to a more effective and efficient UN*

Strengthened Information Management, Coordination and Crisis Management Arrangements, 3 Jan 2017

What is Situational Awareness?

Ability to provide decision-makers with timely, accurate, and actionable crisis-related information regarding the nature and complexity of the situation, threats to staff and facilities, and the effectiveness of response and recovery actions

Why does the UN embrace Situational Awareness?

United Nations Peacekeeping Operations
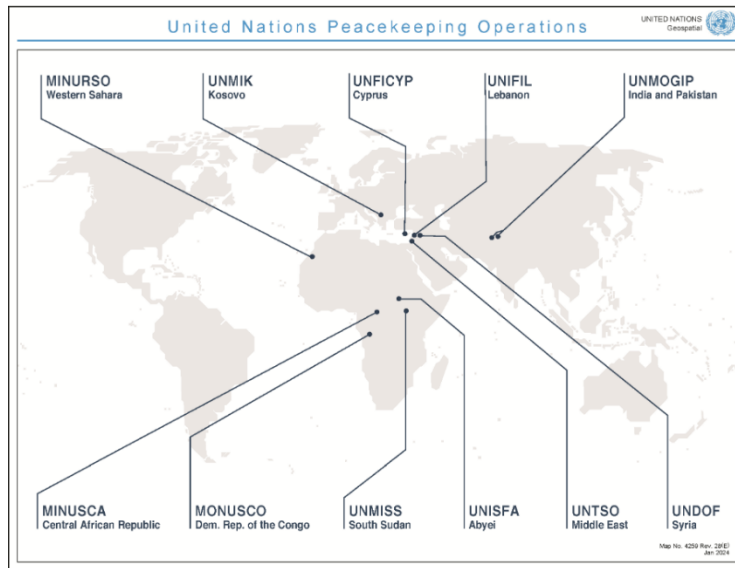
Peacekeeping Operations Fact Sheet
31 March 2024

- 71,417 deployed in 11 peacekeeping operations

- PKOs are evolving in complex and dangerous environments

- Dangers to peacekeepers and population

- PKO needs to understand the Op environment

- Anticipate threats, escalation, continuation and recurrence of conflict

- UN requires ICT capabilities for C2 and SA

- Support decision-making and mandate implementation

Enhancing Situation Awareness:
A key deliverable of the Digital Transformation Strategy
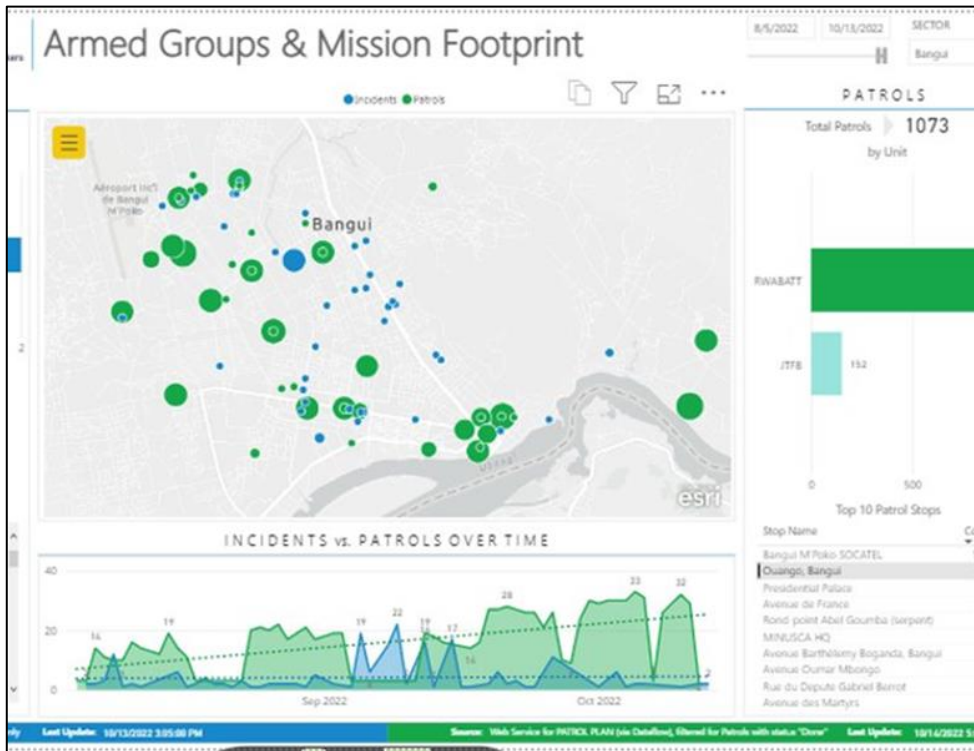
An enhanced Situational Awareness capability that provides real-time Info about the Op environment, to support planning, analysis and decision-making to improve the effectiveness of mandate implementation

Digital Transformation Strategy: Implementation of the Unite Aware
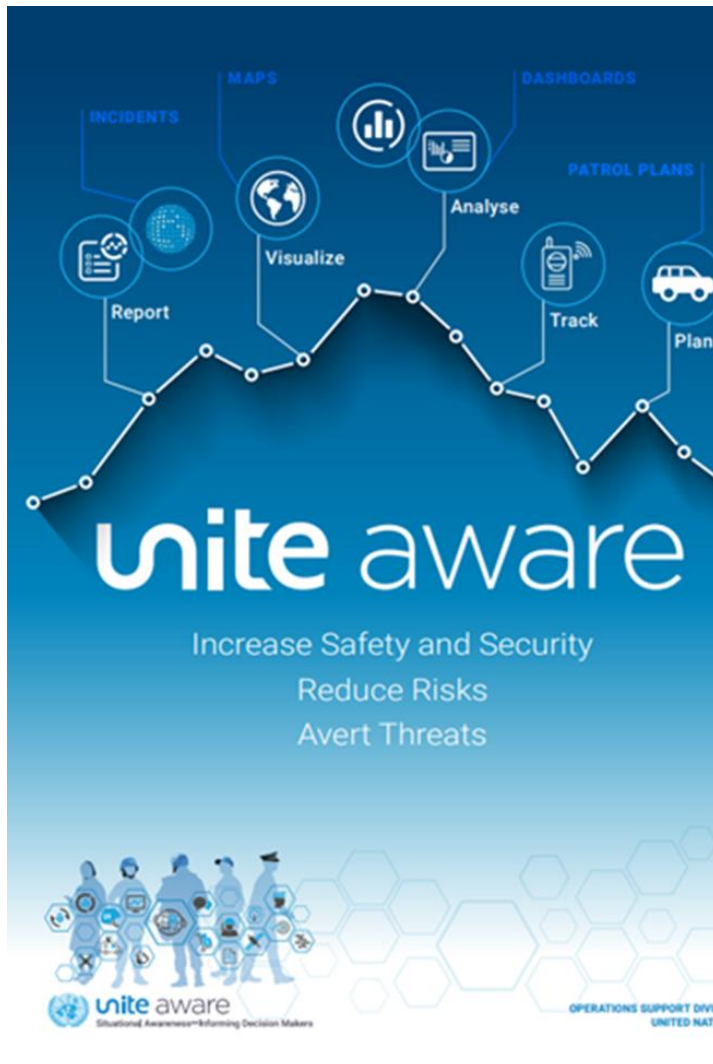
- Foster cross-component integration & increase awareness of Op environment

- Provide mission-specific Management solutions to enable timely access to relevant Info for analysts and planners

- Incorporate sensors technology

- Allow better visualisations to support planning, analysis and integrated reporting procedures

- Improve comms through a single data layer

Unite Aware Platform
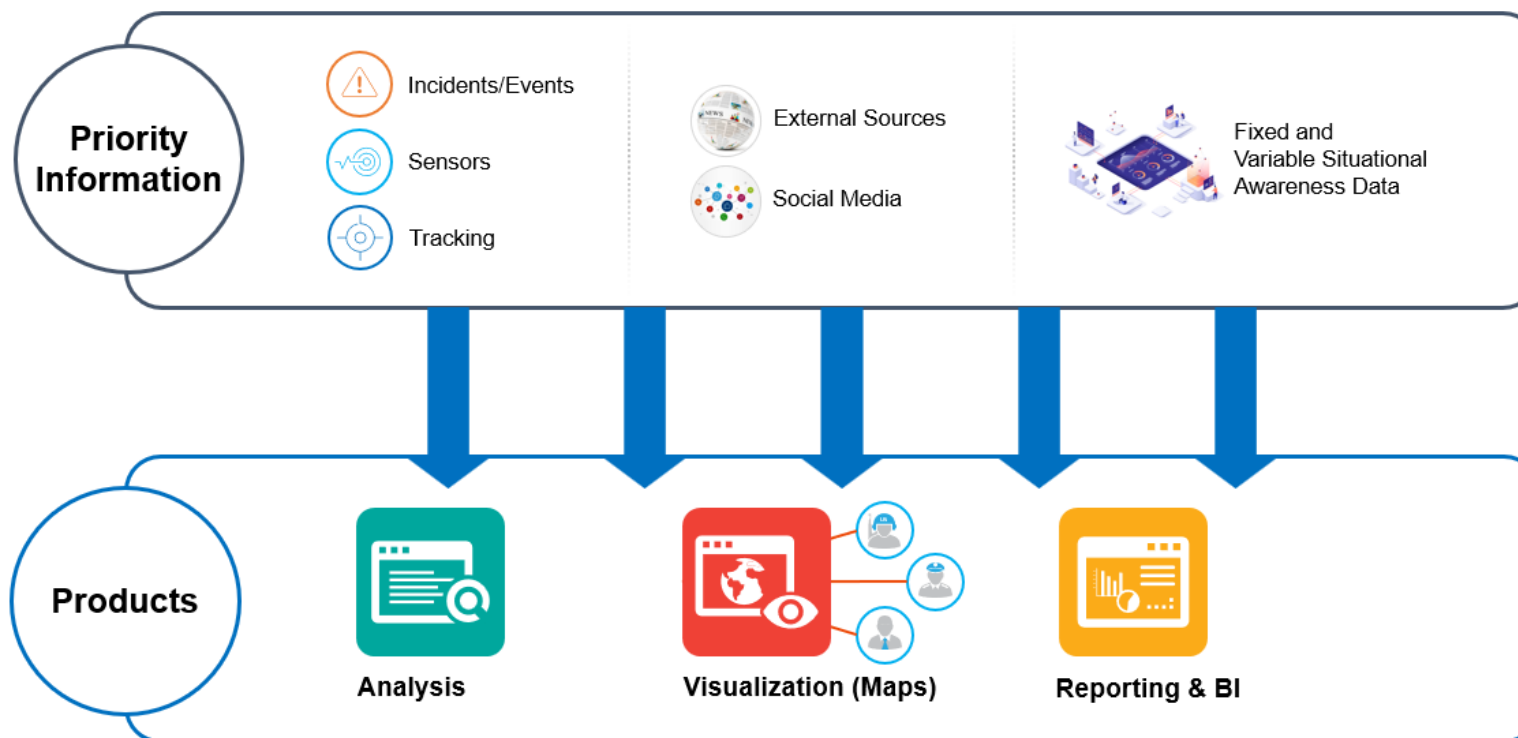
Unite Aware is the flagship technology platform designed to provide a coherent, comprehensive and integrated approach to situational awareness and Info analysis for PKO

Unite Aware in support of decision-making
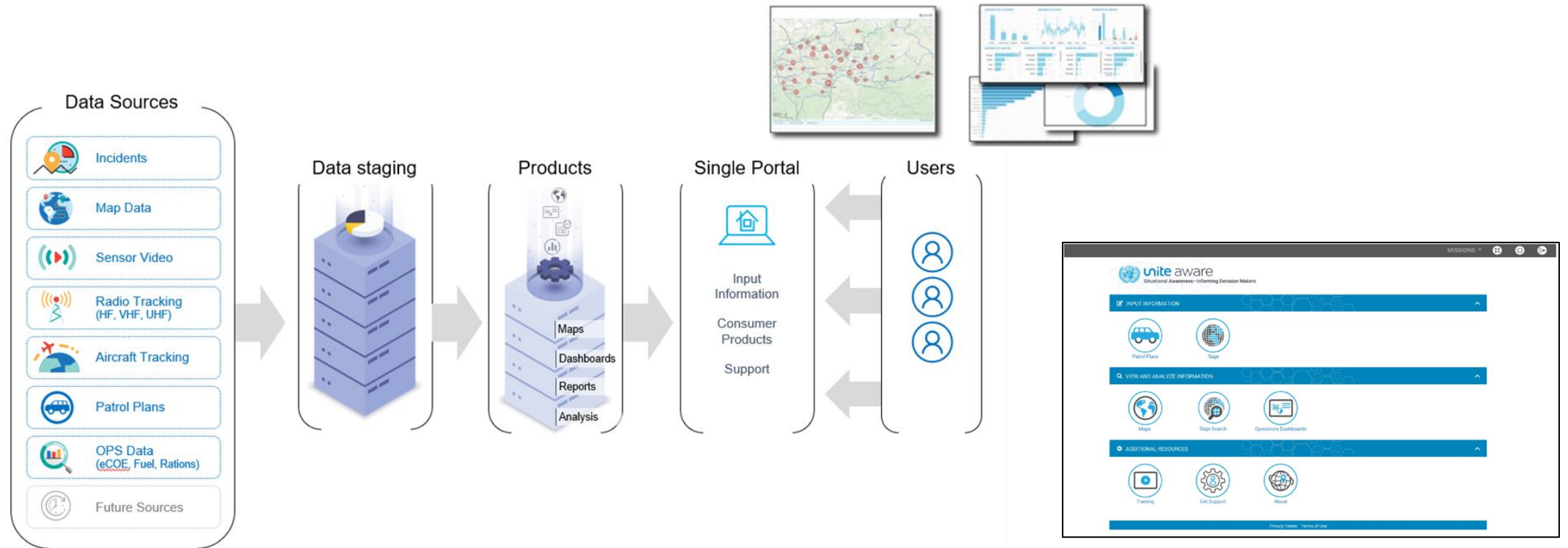
Incorporates a suite of integrated applications and technologies to systematise data collection, optimise Info sharing, streamline reporting and provides an improved graphic interface for better visualization to support Op planning, analysis and decision-making, via intuitive visualisations, reporting and analysis instruments

Main benefits of Unite Aware to Field Missions
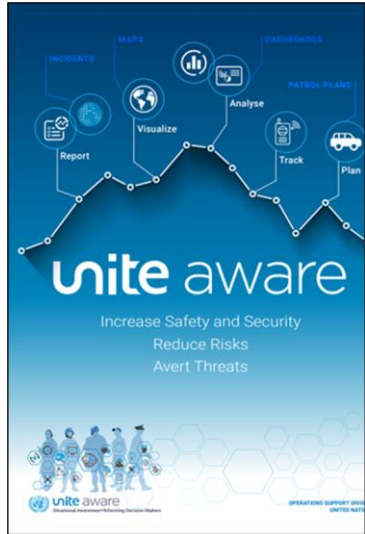
- Standardise the data collection process

- Increase awareness of incidents and events

- Present and share information in a secure but intuitive and timely manner

- Support and guide decision-making

Unite Aware Applications to Enhance Situation Awareness

These Applications provide different functions and complement each other to enhance situational awareness of a mission:

- UA Sage

- UA Patrol Plans

- UA Maps

- UA Dashboards

- UA Training

Unite Aware Sage: Incidents and Events
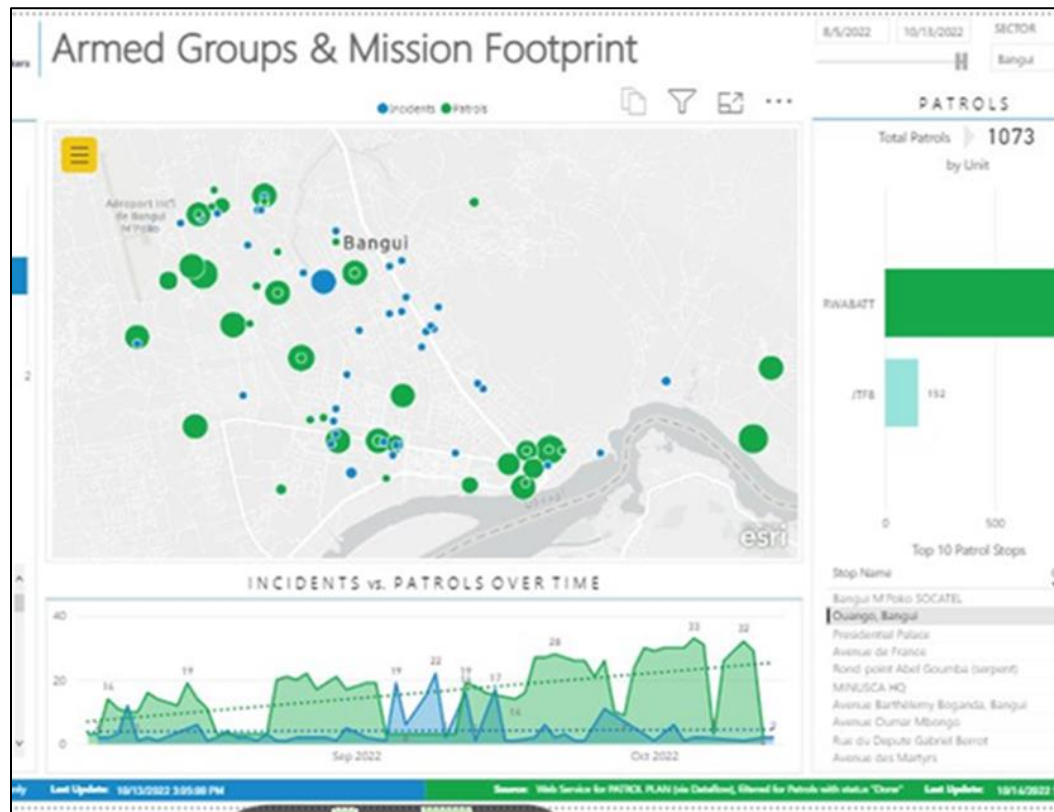
- Used by different teams to capture and collect Info regarding incidents and events

- Ensures the validity of data, improves accuracy, and avoids data duplication

- Data entered can be visualized on maps or displayed on reports and dashboards to support time decision-making

Unite Aware Patrol Plans

- Used by military and police units to enter details of their planned patrols

- Relevant information is recorded for each patrol, such as: data and time of departure, itinerary, waypoints, composition, number of vehicles etc.

Unite Aware Maps
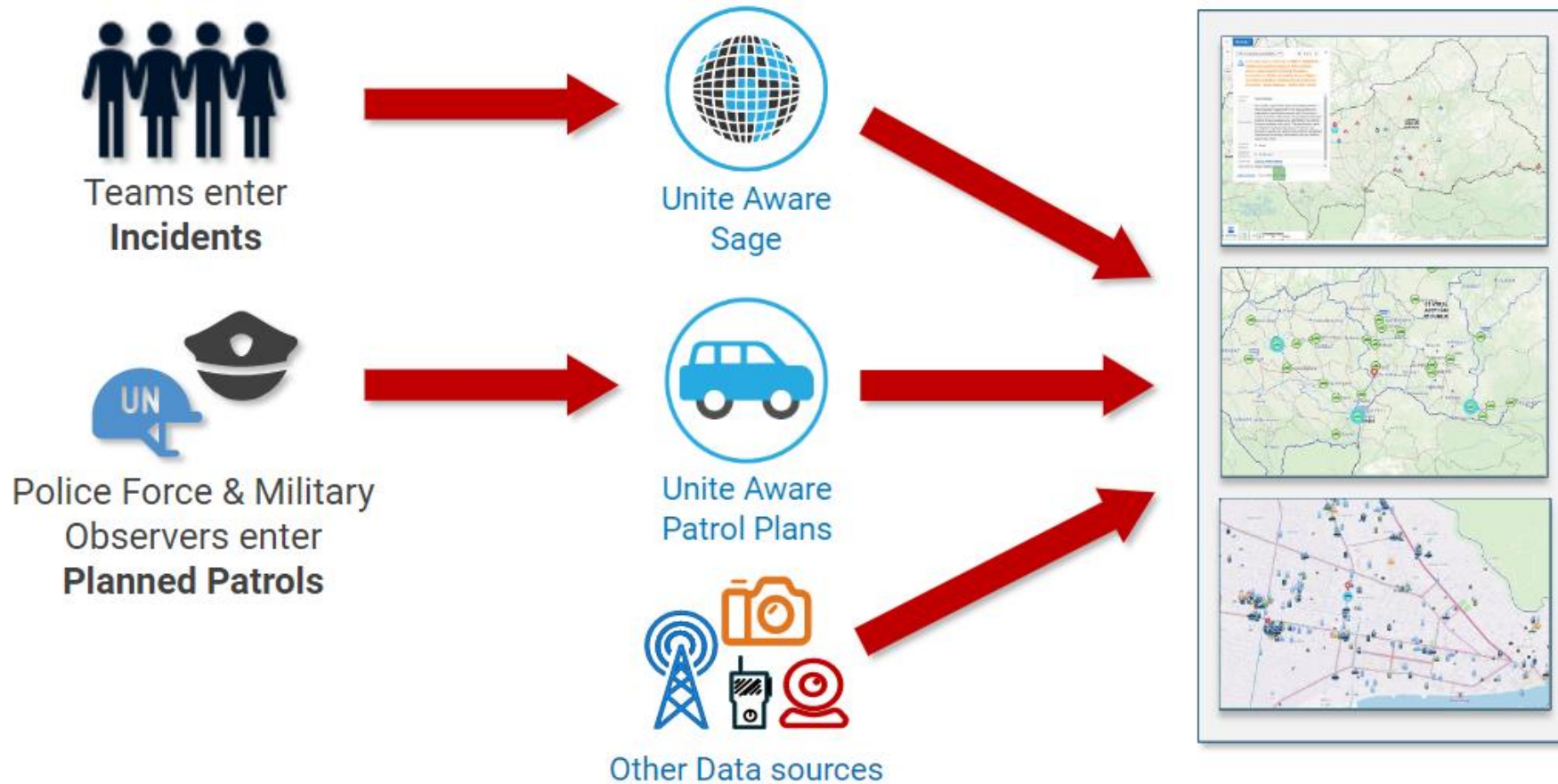
Pulls data entered by different teams in other UA applications and other data sources, and presents this data in a visual and contextual format on a map

Unite Aware Dashboards

- **Incidents**
- **Patrols**
- **Radios & Vehicles**
- **Drones**
- **Cameras**
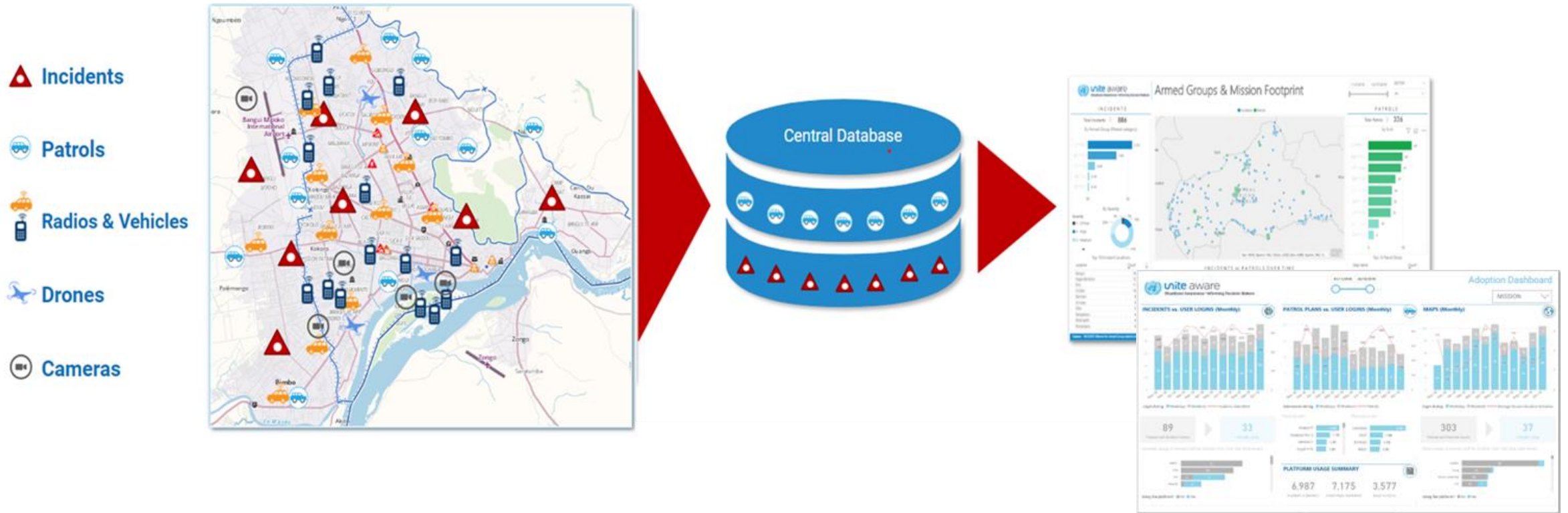
- Data is collected through Sage, Patrol Plans and other sources, it is saved in a Central Database
- This data is used to create dashboards and reports: Mission Footprint, DSR, statistics of Patrols, etc.

Unite Aware Training
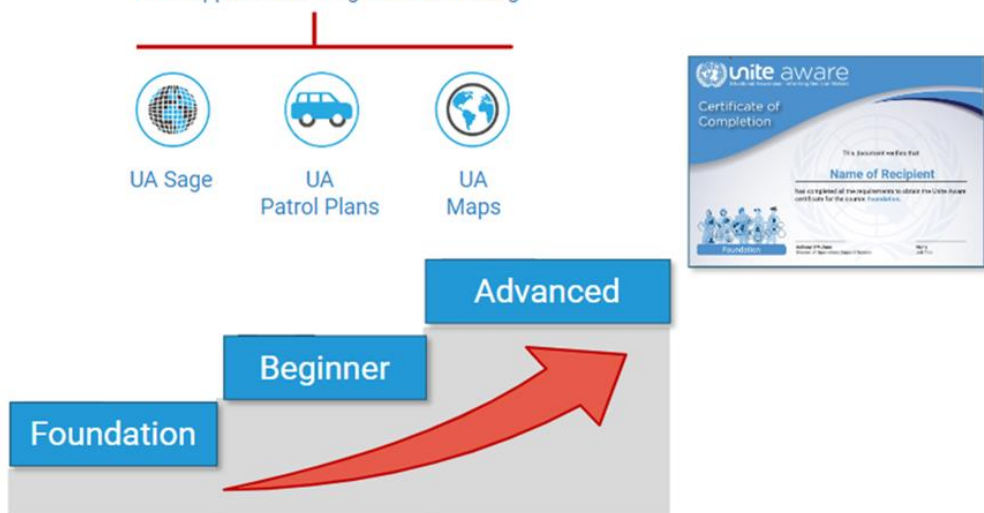
- UA Training provides several courses and training sessions to explain how UA Sage, UA Patrol Plans and UA Maps are used

- The courses are sequentially organized in several levels, with certificates awarded after their completion

- CARANA SBE is used in Unite Aware Platform
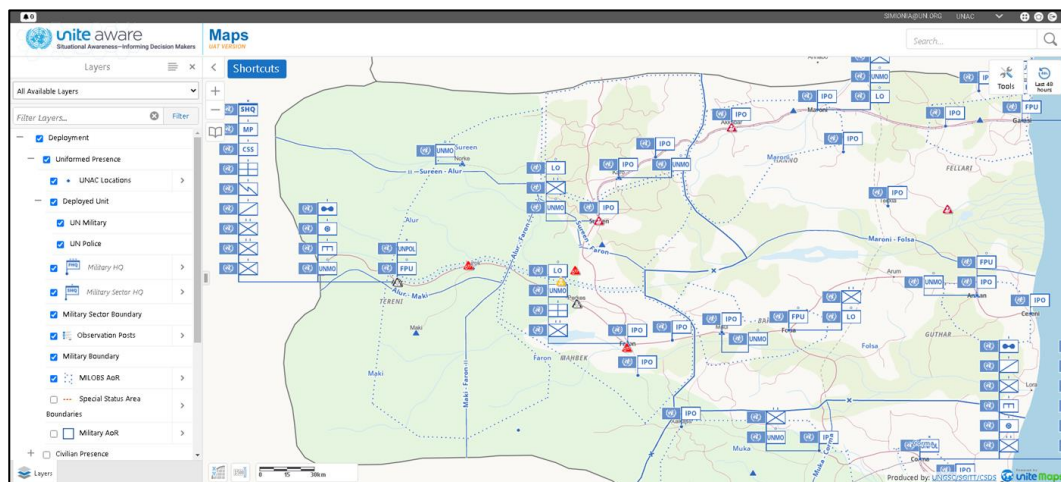
Main benefits of Unite Aware to Staff Officers in F/S HQs, JOC and JMAC

Common Operational Picture
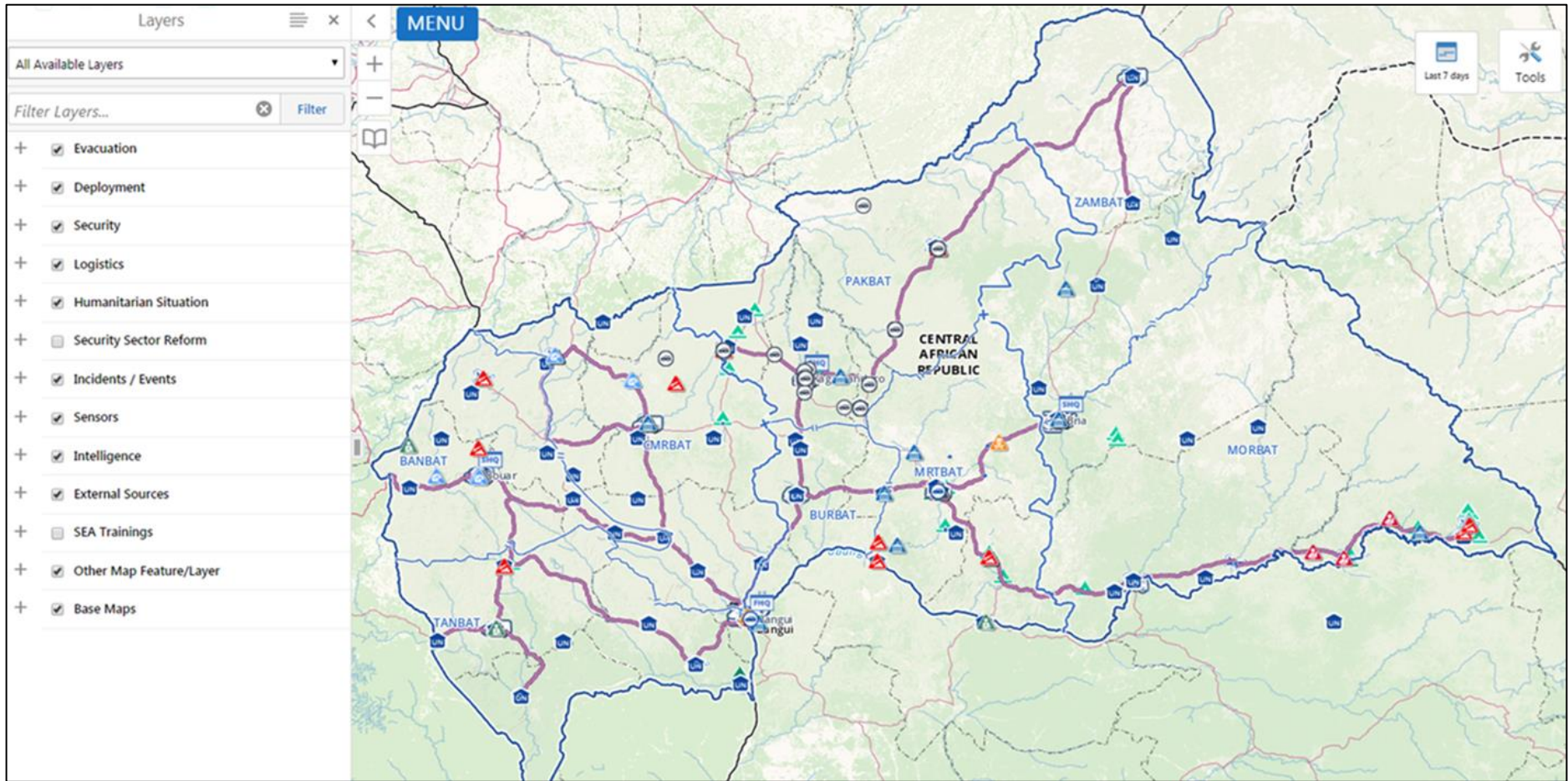
Main benefits of Unite Aware to Staff Officers in F/S HQs, JOC and JMAC

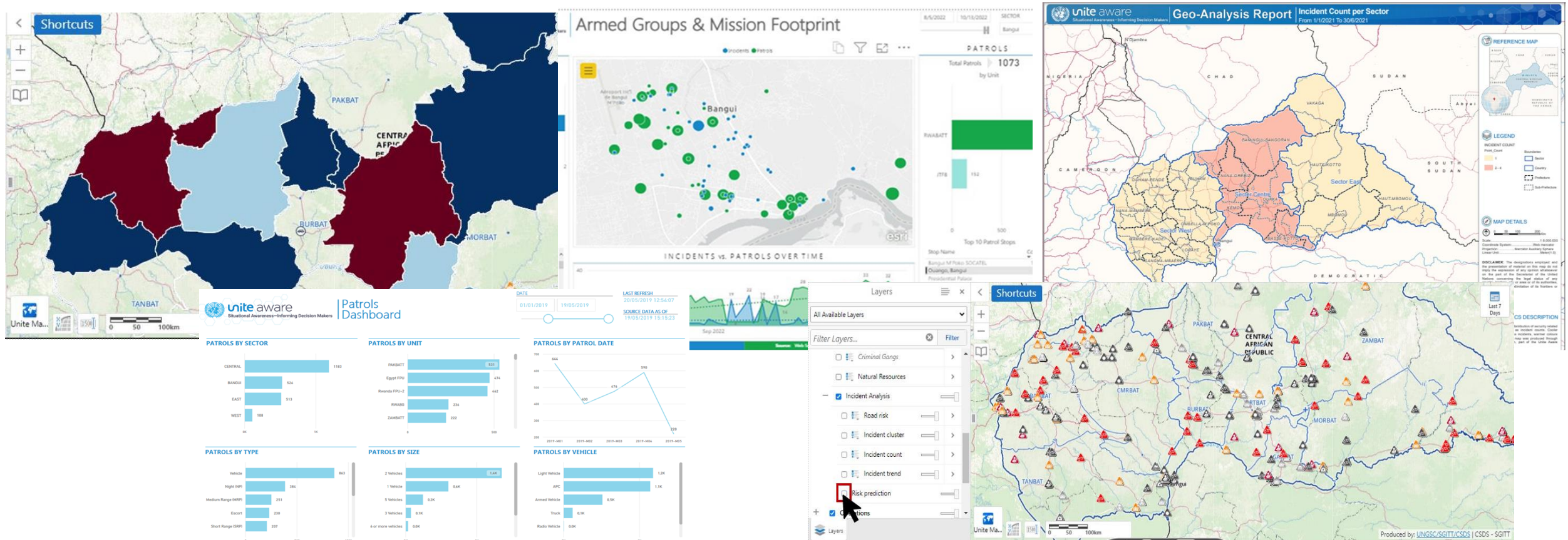Easy to access critical Information

Main benefits of Unite Aware to Staff Officers in F/S HQs, JOC and JMAC

- Live Vehicles, personnel and aircraft tracking
- Live video feeds: CCTV and UAVs
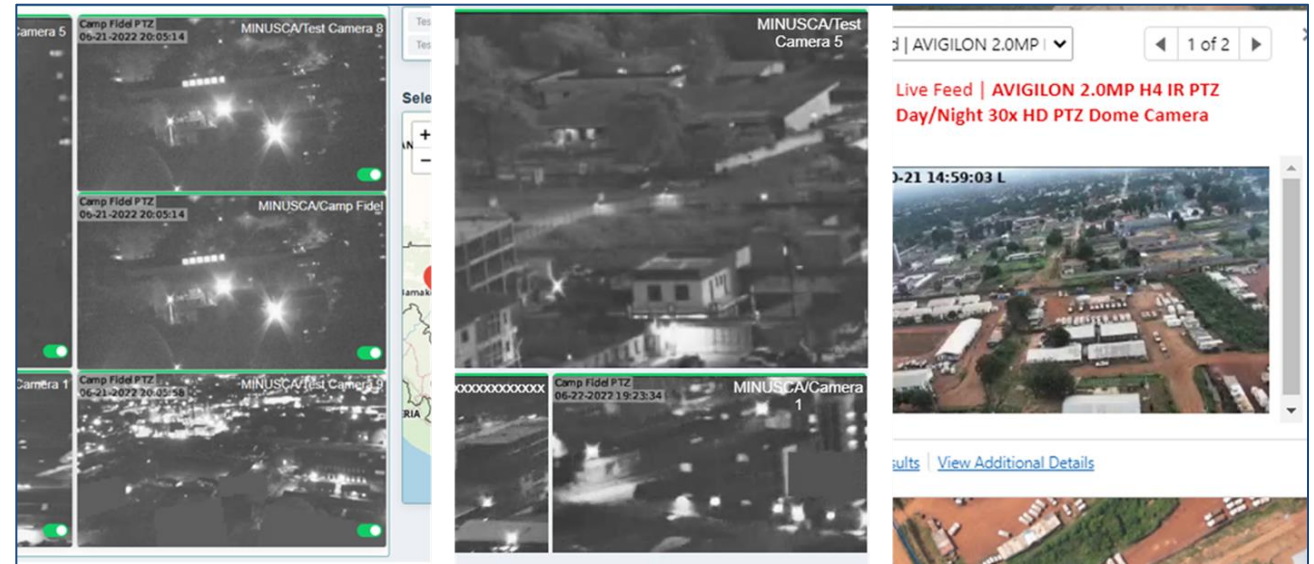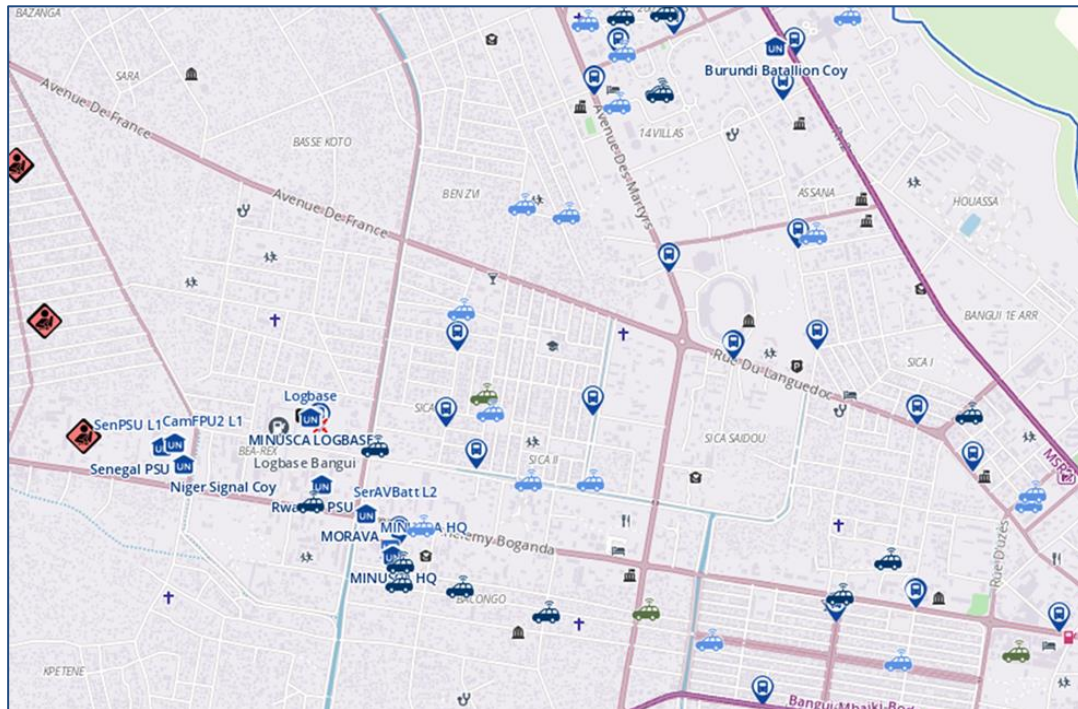
Main benefits of Unite Aware to Staff Officers in F/S HQs, JOC and JMAC

Business Intelligence

Operations Reports Repository (ORR)

- Secure, web-based tool

- For registration, approval, authorized access and storage of mission situation reports

- ORR is a repository of daily and weekly situation reports from field missions to NY UNHQ

Summary of Key Messages

- MSOs prepare and submit routine reports, and conduct briefings

- Benefits of Unite Aware to field missions:

  - Standardise the data collection process
  - Increase awareness of incidents and events
  - Present and share information in a secure but intuitive and timely manner
  - Support and guide decision-making

- ORR provides UNHQ with a secure tool for the management of reports from field Missions

Learning Activity

Quick Quiz

Total Time: 5 mins

1. **Give two benefits of Unit Aware to respective FHQ staff branches, JOC and JMAC in practice**

2. **ORR is a repository of daily and weekly situation reports from:**

(a) Battalion to Sector HQ

(b) Sector HQ to FHQ

(c) Field mission to NY UNHQ

(d) All of the above