L. UN HUMANITARIAN CIVIL-MILITARY COORDINATION (CMCoord)

L.1. Introduction

UNDAC members play a significant role in civil-military interaction. They are often the first
international coordinators on-site and bring structure to ad-hoc coordination mechanisms.
Team members assess the civil-military environment and must be able to build coordination
strategies in accordance with civil-military guiding documents. They must be able to advise
the UN Resident Coordinator/Humanitarian Coordinator (RC/HC) on the appropriate interface
between military and civilian relief organizations. Within the Office for the Coordination
Humanitarian Affairs (OCHA), UN CMCoord activities are maintained by the Civil Military
Coordination Section (CMCS) of the Emergency Services Branch (ESB).

In some emergencies UN CMCoord officers may be deployed in support of the RC/HC. They
advise the leadership of the humanitarian community on civil-military issues and facilitate the
establishment, maintenance and review of appropriate relations between the humanitarian and
armed actors present. Depending on the situation, they may also serve as liaisons from the
humanitarian community to military forces. Ideally, UN CMCoord officers should be
deployed together with the UNDAC team.

The roles of military forces have expanded beyond insurgency and counter-insurgency to
include tasks related to humanitarian goals. Military forces and alliances have become active
players in international crisis response and governments will increasingly call upon these
rapidly available institutions. Experience has shown that in almost all major emergencies
some level of CMCoord is required and that failure to establish effective and appropriate

civil-military relations may have severe consequences both in current operations and in the later stages of the emergency.

Civil-military coordination, from a humanitarian perspective, should aim at promoting and protecting humanitarian principles, harmonizing activities between military and civilian organizations and, when appropriate, pursue common goals.

L.2. Assessing the civil-military environment

The CMCoord assessment should begin as soon as the UNDAC/UN CMCoord officer becomes aware of the possibility of the mission. In many cases, some of the information necessary for an assessment is more readily available outside of the mission due to communications infrastructure and easier access to knowledgeable individuals.

The UNDAC member should focus on three essential elements:
- Inventory of civil-military actors, military missions, and military mandates.
- Analysis of civil and military relations.
- Civil-military coordination structures and mechanisms.

Inventory of actors, missions and mandates
The focus of this portion of the assessment is to determine who the critical actors are on the military side that will impact the effectiveness of humanitarian civil-military coordination. This includes anyone who can control access to the beneficiaries, impact the security or logistics of the relief operation, provide additional resources, especially in emergencies, or provide good offices to help expedite relief and resolve issues.

Identify the actors
- Possible domestic military and paramilitary actors.
    - National armed forces.
    - National, regional and local police.
    - Paramilitary structures such as border and customs forces.
    - Other indigenous military or paramilitary forces.
- Possible international military actors.
    - International forces stationed in the country or region.
    - UN peacekeeping missions in the country or region.
    - Countries with military attaches in the country.
    - Regional alliance members.
    - Nations with bilateral military assistance agreements.

Interfaces

The following questions are designed to identify the critical interfaces, uncover the important coordination structures, and help identify any potential issues that might impact civil military coordination:

    1. Domestic military and international military interface.

- What is the status of the international military forces?
- Are international military forces collocated with domestic military forces?
- Do they share installations or bases?
- Does the international military force have freedom of movement?
- Are these relations part of a regional alliance system?
- Do military forces have any arrest or detention authority?
- Are military forces involved in combat operations?
- To whom do the international military forces report?

    2. Domestic civilian and domestic military interface.

- Does the military have a legal or constitutional role in relief or reconstruction?
- What is the relationship between regional military commanders and governors?
- Who provides the national/local coordination or operations centres?
- Is the military the exclusive provider of key resources such as helicopters?
- What is the relationship between the military and police?
- Does the military control civil defence or civil protection units?
- Do active or retired military officers lead key civilian ministries or agencies?
- Are there areas of the country under direct military control or martial law?
- Is the military responsible for aircraft or maritime search and rescue operations?
- Does the military manage any medical facilities?
- Does the military have specially trained search and rescue teams?
- Is the military dominated by a particular ethnic group?
- Are there groups opposed to, or frightened by, the military/police?
- Is there a relationship between the military and any civilian service providers?
- Does the military have a domestic intelligence role?

3. Domestic military and international civilian interface.

- Can the domestic military and police forces provide adequate security?
- Are these forces responsible for the security of any beneficiaries?
- Does the military control any facilities needed by international relief organizations?
- Does the military control access to areas that may hold beneficiaries?
- How does the military control access to restricted areas?
- Can and will the military assist international civilian organizations?
- Is the military involved in any direct distribution of relief?
- What is the process for addressing any issues with military commanders?
- What is the military's attitude regarding women and female international staff?
- Are there valid human rights concerns about the domestic military?
- Are there child soldiers in any of the indigenous military forces?

4. International military and domestic civilian interface.
    - Is there an international military force permanently based in the country?
    - Does the international military force have authority to assist civilians?
    - Which international military forces have responded to past disasters?
    - Does the international military force have direct contact with the population?
    - How does the local population view international military forces?
    - Is the international military force involved in a "hearts and minds" campaign?
    - Are international military forces involved in direct assistance projects?
5. International military and international civilians interface.
    - Are civilian aid organizations associated with any of the military forces?
    - What is the relationship between non-governmental organizations (NGOs) and military from the same country?
    - Have military commanders and staffs worked with the UN or inter national NGOs before?
    - Does the military force have a doctrine for relating with civilian actors?
    - Does the force have explicit orders to support or protect humanitarians?

After all these questions are answered and assumptions clarified, it should be possible to determine where the main emphasis for civil-military coordination lies.

Coordination structures and mechanisms
The international relief community, military and civilians have developed several forms of civil-military interfaces. The most common ones are:
- Civil-Military Operations Centre (CMOC)
- Civil-Military Cooperation House (CIMIC House)
- Humanitarian Operations Centre (HOC)

Any proposed civil-military coordination structures and mechanisms must be consistent with the guidelines defining civil-military relations in a humanitarian operation (see L.5.) and explain when, where and how the civil-military dialogue and interaction will take place. Normally there are four basic options in terms of this interaction with a given military force. These options are:
- **Collocation –** Civilian and military coordination mechanisms are located and work together in the same building or coordination centre.
- **Liaison exchange –** Civilian and military liaison personnel are exchanged and meet on an informal basis.
- **Liaison visits –** Formalized visits are planned and carried out on different levels of authority.
- **Interlocutor –** Civilian and military entities co-exist in the same theatre, acknowledge each other's existence and exchange information through established, formal channels.

The type of relationship one establishes with military entities varies depending on the situation and kind of military mission. In one situation it may be desirable to sit in the same room with the military; in another it would be inappropriate from a humanitarian standpoint to have any significant contact. For example, one may co-locate in peacetime where a stable state

government exists, but it might be very unsatisfactory where a conflict-situation exists in a country with a failed government.

Issues arising
- Should the liaison arrangements between the humanitarian community and the military be conducted in confidence or in transparency?
- What would the implications be of public knowledge of such liaison arrangements be on the perception of the neutrality and impartiality of humanitarian activities?
- How may transparency of the civil-military liaison arrangements be ensured while maintaining the understanding of a clear distinction between the military and humanitarian actors?
- How may incorrect perceptions and conclusions be prevented regarding the nature and purpose of civil-military liaison arrangements?
- Which circumstances call for formal liaison arrangements? When is it better to maintain liaison on an ad-hoc basis?
- What is the appropriate size and structure of the civil-military liaison component?
- When, if ever, should the liaison officers of the humanitarian and military communities be co-located in the same facility?

L.3. UNDAC-CMCoord checklist

Activity/Task/Question	Completed YES-NO	Who to contact for advise if the answer is NO
Is a dedicated UN CMCoord officer in our team?		Field Coordination Support Section (FCSS) OCHA Geneva
Do I know which guideline(s) is (are) applicable in the context of the emergency?		CMCS OCHA-Geneva UN CMCoord officer
Do I know enough about the domestic military and international military relationships?		Domestic military relief forces Domestic military security forces International military relief forces
Do I know enough about the domestic civilian and domestic military relationships?		Local Emergency Management Authority (LEMA) UN CMCoord network Domestic military relief forces
Do I know enough about the domestic military and international civilian relationships?		UN Country Team (UNCT) OCHA UN CMCoord officer

Activity/Task/Question	Completed YES-NO	Who to contact for advise if the answer is NO
Do I know enough about the international military and domestic civilian relationships?		CIVIL Affairs CIMIC Civilian Authorities, LEMA
Do I know enough about the international military and international civilian relationships?		UN CMCoord officer Humanitarian coordination centres UNCT, OCHA
Does an appropriate interface between military and civilian organization exist?		OCHA UNCT
Is there a need to develop country specific guidelines for civil-military coordination?		RC/HC UNCT International military relief forces
Is there a need for a note of the RC/HC on civil-military coordination?		RC/HC UNCT International military relief forces

CMCS may be contacted for general advice on civil-military relationships as they are the custodian of some guiding documents and support training and exercises with significant military involvement. CMCS also conducts UN CMCoord training. These valuable contacts are available through the Virtual OSOCC.

L.4. Role of UN CMCoord officers and scope of activities

Under the direction of the RC/HC, and in consultation with the UNCT, the UN CMCoord officer's role will normally include the following five critical functions. These functions focus on the UN CMCoord officer's responsibilities as a member of the RC/HC's staff. The relative importance of these functions, as well as how they are accomplished, will vary depending on the situation. In addition, the RC/HC may make the services of the UN CMCoord officer available to organizations that lack a CMCoord capacity or prefer indirect liaison.

1. Support the establishment and sustain the dialogue with military forces. This dialogue should be opened as early as possible. In addition to the exchange of critical information, the UN CMCoord officer is expected to be an advocate for the humanitarian community.
2. Assist in the development and dissemination of guidelines for the humanitarian community's interaction with military forces and armed actors. Country or emergency specific guidelines provide a framework for the interaction with military forces and other armed actors. These guidelines must be reviewed and updated as the situation changes.
3. Establish a mechanism for the coordination of the UN humanitarian interaction with military forces and other armed actors. This mechanism should ensure that the necessary information is exchanged and that the relevant actors are kept informed regarding activities and issues.

4. Monitor assistance activities undertaken by the military forces. Relief and reconstruction activities of military forces may have significant implications for humanitarian activities. UN CMCoord officers should encourage the appropriate focus of these activities, their coordination, and adherence to accepted standards, including the concept of "do no harm".

5. Assist in the negotiation of issues in critical areas of coordination. On frequent occasions the UN CMCoord officer will be required to negotiate solutions to issues on either the military or civilian side of the CMCoord interface. These issues will normally involve the policy dimensions of areas such as security, transport, communication, medical evacuation, etc.

A Civil-Military Coordination Officer Field Handbook is available at:
 http://ochaonline.un.org/cmcs/cmcoord/handbook

L.5. Guiding documents on civil-military interaction

UNDAC staff should have a thorough knowledge of internationally developed documents guiding the civil-military work from a humanitarian perspective. The following section gives an explanatory overview of considerations one should take when international and national military forces are part of the relief community based on the guiding documents.

General principles guide the use of military assets for humanitarian operations.
- UN requests for military assets must be made by the RC/HC, not political authorities, and based on humanitarian criteria.
- Decisions to accept military assets must be made by humanitarian organizations, not by political or military authorities, and be based solely on humanitarian criteria.
- Military assets should be requested only where there is no comparable civilian alternative. The military asset must, therefore, be unique in nature or timeliness of deployment and should only be used as an option of last resort.
- A humanitarian operation using military assets must retain its civilian nature and character. While military assets will remain under military control, the operation must remain under the overall authority and direction of the humanitarian organization responsible for that operation, whatever the specific command arrangements for the military asset itself. To the extent possible, the military asset should operate unarmed and be civilian in appearance.
- Humanitarian work should be performed by humanitarian organizations. Insofar as military organizations have a role to play in supporting humanitarian work, it should, to the extent possible, not encompass direct assistance, in order to retain a clear distinction between the normal functions and roles of humanitarian and military stakeholders.
- Countries providing military personnel to support humanitarian operations should ensure that they respect the code of conduct and principles of the humanitarian organization responsible for that deployment.
- The large-scale involvement of military personnel in the direct delivery of humanitarian assistance should be avoided.

- Any use of military assets should ensure that the humanitarian operation retains its international and multilateral character.
- Any use of MCDA should be, at its onset, clearly limited in time and scale and present an exit strategy element that defines clearly how the function it undertakes could, in the future, be undertaken by civilian personnel.
- Countries providing military personnel to support humanitarian operations should ensure that they respect the UN Codes of Conduct, the humanitarian principles, and international humanitarian law.

Implementing and operational partners and members of international civil society are expected to adhere to these core principles.

The specific context of the emergency will determine which guiding document is applicable; it is never a clear-cut issue and in most situations elements of two or more documents must be applied. The four guiding documents are of non-binding nature. The full text of each document may be found at: http://ochaonline.un.org/cmcs/guidelines
The policy documents are:

- The Use of Military and Civil Defence Assets (MCDA) in Disaster Relief (Explicit for natural disasters only.)
- The Use of Military and Civil Defence Assets in Support of United Nations Humanitarian Activities in Complex Emergencies.
- The Use of Armed Escorts for Humanitarian Convoys.
- Civil-Military Relationships in Complex Emergencies. A manual on Humanitarian Negotiations with Armed Groups complements this set of documents.

L.5.1. The Use of Military and Civil Defence Assets (MCDA) in Disaster Relief (Oslo Guidelines)

The aim of the Oslo Guidelines is to establish the basic framework for formalizing and improving the effectiveness and efficiency of the use of foreign military and civil defence teams and expertise in international disaster relief operations. The Guidelines address the use of MCDA following natural, technological and environmental emergencies, in times of peace. The principles, mechanisms and procedures covering military forces participating in peace operations or the delivery of humanitarian assistance in situations of armed conflict are not encompassed by this document.

Military and civil defence assets should be seen as a tool complementing existing relief mechanisms in order to provide specific support to specific requirements. This should be done in response to an acknowledged humanitarian gap between disaster needs and the resources available to meet the needs.

- MCDA support must be used in full transparency, neutral and impartiality in the context of the relief efforts.
- MCDA may be mobilized and deployed bilaterally or as part of an OCHA internationally coordinated effort.
- MCDA should be provided at the request of, or with the consent of the Receiving State and, in principle, on the basis of an appeal for international assistance.

- All relief actions remain the overall responsibility of the Receiving State and are complemented by foreign MCDA operating within an international relief effort.
- MCDA assistance should be provided at no cost to the Receiving State, unless otherwise agreed between concerned States or regulated by international agreements.
- MCDA personnel deploying on disaster relief missions will do so unarmed and in national uniforms. The overall responsibility for providing adequate security for MCDA support remains with the Receiving State.
- Costs for national MCDA on disaster relief missions abroad should be covered by funds other than those available for international development or humanitarian activities.

OCHA maintains a Central Register of MCDA (See Chapter K.3.9). This core database enables OCHA to match resources and assets to the needs of specific disasters.

L.5.2. The Use of Military and Civil Defence Assets in Support of United Nations Humanitarian Activities in Complex Emergencies (MCDA Guidelines)

These Guidelines cover the use of United Nations Military and Civil Defence Assets (UN MCDA) - military and civil defence resources requested by the UN humanitarian agencies and deployed under UN control specifically to support humanitarian activities - and military and civil defence resources that might be available.

For the purposes of these Guidelines, humanitarian assistance may be divided into three categories based on the degree of contact with the affected population. These categories are important because they help define which types of humanitarian activities might be appropriate to support with international military resources, provided that ample consultation has been conducted with all concerned parties to explain the nature and necessity of the assistance.
- **Direct assistance** - is the face-to-face distribution of goods and services.
- **Indirect assistance -** is at least one step removed from the population and involves such activities as transporting relief goods or relief personnel.
- **Infrastructure support -** involves providing general services, such as road repair, airspace management and power generation that facilitate relief, but are not necessarily visible to or solely for the benefit of the affected population.

The mission of a force is the primary factor that determines a military unit's availability and appropriateness for humanitarian tasks, as it impacts on whether or not it will be perceived by others as neutral and impartial.
- **Peacetime missions -** include training and exercises in the region with no hostile intent.
- **UN commanded peacekeeping operations** - include missions under the auspices of Chapter VI or VII of the UN Charter.

- **Other peace operation / peace support missions -** include a range of tasks undertaken by military forces that are not under UN command, including peacekeeping, peace enforcement, peace building and other so-called peace support operations where forces are deployed under operational parameters that dictate a minimum necessary use of force.
- **Combat missions** - are those where the primary purpose of the operation is the defeat of a designated enemy.

The framework of the principles is shown in the following matrix. It helps to decide whether it is appropriate to use MCDA or not.

Type of Support / Role of Military	Peacetime	Peacekeeping	Peace Enforcement	Combat
Direct assistance	MAYBE	MAYBE	NO	NO
Indirect assistance	YES	MAYBE	MAYBE	NO
Infrastructure support	YES	YES	MAYBE	MAYBE

L.5.3. The Use of Military or Armed Escorts for Humanitarian Convoys

As a general rule, humanitarian convoys should not use armed or military escorts.

Exceptions (criteria)
Exceptions to the general rule will be considered, as a last resort, and only when all of the following criteria have been met:
- **Sovereignty -** The sovereign power or local controlling authority is unwilling, or unable, to provide a secure environment without the use of military or armed escorts.
- **Need -** The level of humanitarian need is such that the lack of humanitarian assistance would lead to unacceptable human suffering, yet assistance cannot be delivered without the use of military or armed escorts.
- **Safety -** Armed or military escorts can be provided in a way which would provide the credible deterrent needed to enhance the safety of humanitarian personnel and the capacity to provide assistance to intended beneficiaries without compromising the security of beneficiaries and other local populations.
- **Sustainability -** The use of an armed or military escort would not compromise the longer-term capacity of the organization to safely and effectively fulfil its mandate.

Exceptions (procedures)
Within the United Nations system, the determination as to whether or not the criteria have been met will normally be made by the Designated Official (DO) for safety and security (see Chapter N). With respect to the sustainability criterion, the DO will consider whether the use of armed or military escorts might make it more difficult to provide aid at a later stage, e.g., if escorts are being provided by an external military force, what will happen when that military force leaves but humanitarian operations have to continue.

There are occasions when the safety or sustainability criteria will not be met, as determined by the DO. In these cases it may be appropriate to suspend operations or to withdraw. On more than one occasion, political authorities have encouraged humanitarian actors to continue operations – under military and armed escort and in the face of unacceptably high risk – as an excuse for not addressing the root causes of a humanitarian crisis.

L.5.4. Civil-Military Relationships in Complex Emergencies (IASC-Reference Paper)

This paper serves as a general reference for humanitarian practitioners, i.e., a tool to which they can refer when formulating operational guidelines that are tailored specifically for civil-military relations in a particular complex emergency. Any situation-specific set of guidelines requires sensitivity to the special circumstances of the particular operation and hence has to be developed on a case-by-case basis using this document for guidance.

Humanitarian access to vulnerable populations
Humanitarian agencies must maintain their ability to obtain access to all vulnerable populations in all areas of the complex emergency in question and to negotiate such access with all parties to the conflict. Particular care must also be taken to ensure the sustainability of access. Coordination with the military should be considered to the extent that it facilitates, secures and sustains, not hinders, humanitarian access.

Perception of humanitarian action
The delivery of humanitarian assistance to all populations in need must be neutral and impartial – it must come without political or military conditions and humanitarian staff must not take sides in disputes or political positions. This will have a bearing on the credibility and independence of humanitarian efforts in general. Any civil-military coordination must also be mindful not to jeopardize the longstanding local network and trust that humanitarian agencies have created and maintained.

Needs-based assistance free of discrimination
Humanitarian assistance must be provided on the basis of needs of those affected by the particular complex emergency, taking into account the local capacity already in place to meet those needs. The assessment of such needs must be independent and humanitarian assistance must be given without adverse discrimination of any kind, regardless of race, ethnicity, sex/gender, religion, social status, nationality or political affiliation of the recipients. It must be provided in an equitable manner to all populations in need.

Civilian-military distinction in humanitarian action

At all times, a clear distinction must be maintained between combatants and non-combatants, i.e., between those actively engaged in hostilities, and civilians and others who do not or no longer directly participate in the armed conflict (including the sick, wounded, prisoners of war and ex-combatants who are demobilised). International humanitarian law protects non-combatants by providing immunity from attack. Thus, humanitarian workers must never present themselves or their work as part of a military operation, and military personnel must refrain from presenting themselves as civilian humanitarian workers.

Operational independence of humanitarian action

In any civil-military coordination humanitarian actors must retain the lead role in undertaking and directing humanitarian activities. The independence of humanitarian action and decision-making must be preserved both at the operational and policy levels at all times. Humanitarian organizations must not implement tasks on behalf of the military nor represent or implement their policies. Basic requisites such as freedom of movement for humanitarian staff, freedom to conduct independent assessments, freedom of selection of staff, freedom to identify beneficiaries of assistance based on their needs, or free flow of communications between humanitarian agencies as well as with the media, must not be impeded.

Security of humanitarian personnel

Any perception that humanitarian actors may have become affiliated with the military forces within a specific situation could impact negatively on the security of humanitarian staff and their ability to access vulnerable populations. However, humanitarian actors operating within an emergency situation must identify the most expeditious, effective and secure approach to ensure the delivery of vital assistance to vulnerable target populations. This approach must be balanced against the primary concern for ensuring staff safety, and therein a consideration of any real or perceived affiliation with the military. The decision to seek military-based security for humanitarian workers should be viewed as a last resort option when other staff security mechanisms are unavailable, inadequate or inappropriate.

Do no harm

Considerations on civil-military coordination must be guided by a commitment to 'do no harm'. Humanitarian agencies must ensure at the policy and operational levels that any potential civil-military coordination will not contribute to further the conflict, nor harm or endanger the beneficiaries of humanitarian assistance.

Respect for culture and custom

Respect and sensitivities must be maintained for the culture, structures and customs of the communities and countries where humanitarian activities are carried out. Where possible and to the extent feasible, ways shall be found to involve the intended beneficiaries of humanitarian assistance and/or local personnel in the design, management and implementation of assistance, including in civil-military coordination.

Consent of parties to the conflict

The risk of compromising humanitarian operations by cooperating with the military might be reduced if all parties to the conflict recognize, agree or acknowledge in advance that

humanitarian activities might necessitate civil-military coordination in certain exceptional circumstances. Negotiating such acceptance entails contacts with all levels in the chain of command.

Information sharing with the military forces may at times become necessary
In particular, information that might affect the security of civilians and/or humanitarian workers should be shared with appropriate entities. Information sharing between humanitarian and appropriate military actors may include:
- **Security information -** information relevant to the security of civilians and to the security situation in the area of operation.
- **Humanitarian locations** - the coordinates of humanitarian staff and facilities inside military operating theatre.
- **Humanitarian activities -** the humanitarian plans and intentions, including routes and timing of humanitarian convoys and airlifts in order to coordinate planned operations, to avoid accidental strikes on humanitarian operations or to warn of any conflicting activities.
- **Mine-action activities** - information relevant to mine-action activities.
- **Population movements** - information on major movements of civilians.
- **Relief activities of the military** - information on relief efforts undertaken by the military.
- **Post-strike information** - information on strike locations and explosive munitions used during military campaigns to assist the prioritisation and planning of humanitarian relief and mine-action.

Issues arising from information sharing:
- What kind of information should/could be shared, with whom and when?
- How can information that may be important for humanitarian purposes be differentiated from information that is politically, militarily or economically sensitive?
- How do we determine which information might serve purposes other than those which are strictly humanitarian? For example, how do we ensure that information on population movements or aid beneficiaries will not be misused for military purposes?
- Should information that is shared with one military group be shared with all other military and/or political groups as well? How should we ensure that no side is favoured over another while being mindful of sensitivities involved in information?
- When and how should we verify information provided by the military?

L.6. Military customs and courtesies

Military customs and courtesies have a long tradition. They are acts of respect evolving as a result of a need for order and a sense of loyalty and honour that exists among military personnel. They go beyond basic politeness and are an intricate part of the discipline, morale, esprit de corps and mission effectiveness. As a civilian interacting with the military, basic knowledge of some customs and courtesies will be helpful.

- Expect to be escorted where ever you go on a military installation.
- Be on time. Military meetings start on schedule (most of the time). In fact be 10-15 minutes early at the meeting location. Allow additional time for in processing through the gate.
- When a senior military officer enters the room, i.e., if he/she outranks any other officer already present, the room will be called to attention. You are expected to stand until the officer is seated or says "as you were" or "please be seated".
- All military personnel are addressed by their rank or title. A military member may introduce him/herself by their given and surname, but in the presence of others they are always addressed by rank and surname.
- When introduced to a senior officer, you may address them by rank and surname, rank only or sir or ma'am, whichever is appropriate.
- The senior officer will be first to leave a room, generally last to enter a room, first to leave a vehicle and last to enter a vehicle.
- When walking with a senior officer, he/she should be on your right.
- If you are present when the military host's national anthem is played, stand quietly until the music stops. The same principle applies if the host's national flag is being carried by or posted.

Characteristics of military culture

Military entities may have certain characteristics. Many of these are designed to increase the collective performance of the military unit or force – possibly at the expense of the individual or other organizations.

- Distinctive identity, i.e., uniform and badges
- A collective pride where the individual is subordinate to the group.
- Enhances collective performance.
- Separation from other groups and civilians.
- Loyalty.
- Strong culture.

L.6.1. Military staff structures

Military organization

A breakdown of a military unit in subunits will usually look like this:

Group	Size	Commander
Section / Squad	8 – 12 men	Corporal / Sergeant
Platoon / Troop	2 – 4 sections	Lieutenant
Company /Squadron	3 – 4 platoons	Captain / Major
Battalion / Regiment	3 – 4 companies	Lieutenant Colonel
Brigade / Regiment	3 – 6 battalions	Colonel / Brigadier
Division	3 – 6 brigades	Major-General
Corps	3 – 4 divisions	Lieutenant-General

There are, however, wide variations in practice. It is also important to note that military forces come in many different "flavours" and it is no point asking an intelligence unit for a security patrol, a medical unit for supplies or an infantry unit for transport. That said, it is common practice to "battle-group" or task-organize forces, such that there is a mix of capabilities, appropriate to the military task, in many units.

Basics staff organization
Common fields of interest and the abbreviations for the staff sections to which they are assigned are:
- Personnel (G*-1)
- Intelligence (G-2)
- Operations and training (G-3)
- Logistics (G-4)
- Civil-military Cooperation (CIMIC) (G-5)
- Command, control, communications, and computer operations (C4OPS) (G-6).
- Information operations officer (G-7) (corps, divisions, and selected brigades only)
- Resource management (RM)

* The commanding officer's rank determines whether the staff is a G staff or an S staff. Organizations commanded by generals have G staffs, other organizations have S staffs.