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# Information Management

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**U.S. Marine Corps**

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**Unless otherwise stated, whenever the masculine gender is used, both men and women are included.**

DEPARTMENT OF THE NAVY  
Headquarters United States Marine Corps  
Washington, D.C. 20308-1775

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FOREWORD

Marine Corps Warfighting Publication (MCWP) 3-40.2, *Information Management*, builds on the doctrinal foundation established by Marine Corps Doctrinal Publication 6, *Command and Control*. As set forth in MCDP 6, information management is one of the three basic elements of command and control (C2), the other two elements are people and C2 support. MCWP 3-40.2 explains how information supports the C2 process and how it assists those who plan, decide, execute, and assess. It presents all users and handlers of information with a variety of techniques and guidelines to manage information effectively in order to support the assessment and decisionmaking processes. Specifically, MCWP 3-40.2 discusses the fundamentals of information, personnel responsibilities, C2 support structure development, and security of information.

Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS

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# INFORMATION MANAGEMENT

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# CHAPTER 1

## FUNDAMENTALS OF INFORMATION

The term information generically refers to all facts, data, or instructions in any medium or form. The commander requires quality information to understand situations and events and to quickly control the challenges that confront him. Marine Corps Doctrinal Publication (MCDP) 6, *Command and Control*, states that information serves two purposes: to help create situational awareness as the basis for decisions and to direct and coordinate actions in the execution of a decision. Quality information adds value to the decisionmaking process and is critical to the success or failure of an operation. Therefore, the commander must determine his information requirements and ensure that information is managed effectively.

The Marine Corps operating environment of today and the emerging threats of tomorrow require force mobility, unit dispersion, and command agility. As we move into the 21st century, the ability to simultaneously share quality information from various locations will be necessary if the commander is to make effective command and control (C2) decisions. Information management addresses information as a commodity instead of a technology and is performed at all levels, regardless of the extent of automation. Effective information management delivers critically important information in a timely manner to those who need it in a form that they can quickly understand.

Information management includes all activities involved in the identification, collection, filtering, fusing, processing, focusing, dissemination, and usage of information. It assembles information that promotes understanding of the battlespace and enables the commander to better formulate and analyze courses of action, make decisions, execute those decisions, and understand results from previous decisions. Information management provides the quality information a commander needs to support the decisionmaking

process. The role of information management is to provide a timely flow of relevant information that enables the commander to anticipate changing conditions and understand its impact on current and future operations.

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### Information and the Commander

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The commander makes decisions based on his understanding of the location, disposition, and status of friendly and enemy forces. Historically, a commander achieved situational awareness by personally viewing the battle. As the size and scope of competing forces and the battlespace increased, the commander's ability to fully understand the battle became limited. To achieve understanding, a commander began to use situation maps, textual material (e.g., messages, reports, status boards), and voice reports in conjunction with his experience (i.e., intuitive reasoning and judgment) and personal contact with frontline units to make decisions. However, information that provided enhanced understanding of the situation or event was often available, but it was not provided to the commander in a timely manner or in a form that they could quickly understand.

Today, the commander's and the staff's information requirements remain relatively the same—they still rely on quality information to attain an understanding of the battlespace. What has changed is the technological capability to produce and disseminate enormous amounts of data. The role of information management is to provide a timely flow of relevant information that supports all aspects of the planning, decision, execution, and assessment (PDE&A) cycles of numerous, and potentially widely dispersed, units. Automated capabilities and commonly understood procedures are used to display battlespace