

The Beacon

September 2008 Volume 1, Issue 3

Bi-monthly the US Army Information Operations Proponent will provide a brief description on what it has accomplished, near-term, and long-term projects that impact the FA30 Career Field.

The intent of this publication is to communicate to FA30 professionals on all aspects of USAIOP's mission as the Proponent for CAC, provide guidance for, and prepare Army doctrine, organizations, training, materiel development, leader development, personnel, facilities, and policy.

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Director's Corner



COL David Haught
Director USAIOP

Welcome to the third issue of *The Beacon*. USAIOP has started developing processes and venues for increasing our communication with you— the subject matter experts. The proponent is here to assist you in meeting the daily operational challenges of this critical mission area. USAIOP is your home and we want to involve you — our practitioners — in all that we do.

I would like to thank LTC Cicalese for his Letter to the Editor, page 12. Your feedback and insights are valued. We look forward to hearing from others and will increase the space to accommodate your feedback. We look forward to your input about current practices in the field, lessons learned, and TTP. We also welcome any questions you may have about the direction of your career field.

I encourage all to read Mike Sieber's letter on page 11. It provides an excellent example of the application of Information Engagement. And, an outstanding example of how our FA 30 force can contribute to mission success. Thanks, Mike, for your service and a job well done.

USAIOP's main effort continues to be the development of FM 3-13, *Information*. The initial draft is due for Army wide staffing on 10 November. This initial staffing will occur over a 30 day period and result in a Council of Colonels and revisions, as necessary. Our goal is to provide the Army with a useable and relevant doctrinal manuscript mid-Spring 2009.

Let me close by conveying my personal and professional gratitude for the work you are doing everyday. No matter your specific duty, you are making a difference. Keep up the good work.

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Recent Events

- Omni Fusion SIMEX 2008

Upcoming Events

- Joint Forces Command (JFCOM), the Joint Public Affairs Support Element (JPASE) and USAIOP are working together to establish concepts supporting strategic communication and information engagement during irregular warfare against hybrid threats.
- USAIOP is developing plans to participate in Unified Quest 2009, US Army Title 10 series of seminars, wargames and experiments, as part of TRADOC's campaign of learning. USAIOP is integrating Theater IO Groups, TIOCs as part of Unified Quest, please contact LTC Snyder for participation.
- Battle Command Battle Lab-Leavenworth and CGSC Digital Warfighter Experiment (DWE) Jan-Feb 09.
- FY '09 Experiment plan is being develop and provides a great opportunity to leverage your combat experience in future force development. Contact LTC Snyder to be involved in experimentation.

Omni Fusion '08

During 3-19 September 2008, Soldiers from USAIOP, Texas Army National Guard's 49th Theater IO Group, 9th Battalion, 4th Psychological Operations Group, G7/S7 staff from 1st ID, 1st IO Command LNO to CAC, and the Army Public Affairs Center all participated in TRADOC's Omni Fusion 2008 Simulations Experiment (SIMEX). Omni Fusion 2008 consists of three workshops, a research study and a culminating simulations-based experiment. The purpose of Omni Fusion 2008 is to evaluate how a future modular division commander, enabled by his staff and a 2017 network, understands, visualizes, describes, directs and assesses full spectrum operations in order to achieve situational understanding, decision superiority and effective battle command.

Omni Fusion continued to test and explore the work of the Information Engagement Experiment (IE2) in September and December 2007. The SIMEX explored and tested how a commander influences the future modular division headquarters to direct the integrated employment of the five Army Information Tasks. The more than twenty Soldiers, government employees and contractors who participated as part of the G7 / S7 IE Staff or information engagement working group (IEWG) participants during the SIMEX were essential to meeting experiment objectives to inform future concepts and doctrine of a future modular division.

The Modular Division Staff in the Battle Command Battle Lab – Leavenworth was visited by General Wallace, LTG Caldwell and other leaders from across the Army and TRADOC during the SIMEX. The SIMEX included a representative Modular Division Staff and subordinate Brigade Response Cells representing the Future Brigade Combat Team (FBCT), Infantry Brigade Combat Team (IBCT), Heavy Brigade Combat Team (HBCT), Combat Aviation Brigade (CAB), Fires Brigade, Maneuver Enhanced Brigade (MEB), allied brigades from the United Kingdom (UK) and a Australia/Canada and other Army and joint forces. The SIMEX was networked and simulated across eleven separate Battle Labs across TRADOC, USASOC, and SMDC with over 200 participants using Command Post of the Future (CPOF) and other networked battle command systems. The SIMEX analytical effort will generate observations, insights and answer specific TRADOC learning demands to be published in final report with DOTML-PF recommendations in December 2008.



COL Haught discusses experiment issues with participants during Omni Fusion '08.

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Doctrines Highlights

Recent Events

- Writing FM 3-13, *Information*
- USAIOP Support to Deploying BCTs

Upcoming Events

- Army Wide Staffing of FM 3-13 in November 2008

FM 3-13, *Information Update*

FM 3-13, *Information* as the Director points out on page 1, is the Proponent's main effort. It includes everyone in the Proponent as well as you, our extended team. As the point man for this important keystone manual, I want to personally thank you for all the constructive input. USAIOP is really looking forward to sending you the Initial Draft on or about 10 November 2008, as our entire Army can benefit from your insights.

USAIOP Supports Deploying BCT

An effort is currently underway at the proponent to provide direct training assistance to Brigade Combat Teams who are scheduled to deploy in support of Operation Iraqi Freedom/Operation Enduring Freedom. The organization is teaming up with the Battle Command Training Program (BCTP) by providing FA30 qualified instructors to support BCTP's COIN Seminars. These FA30 officers temporarily join the BCTP cadre to provide training and facilitate discussion on the topic of Information Engagement (IE) as part of the Brigade's COIN Seminar.

During the Information Engagement portion of the seminar, discussion is focused on the complexity of the operational environment (OE), and the informational variables present in the OE that need to be considered. The focus then moves to providing the deploying BCT a doctrinal update on the Army Information Task Construct and the Information Engagement (IE) task found in the new FM 3-0 (Feb 08). The IE portion of the COIN Seminar concludes with a focus on training and organization considerations for the unit as well as a discussion on staff coordination, conducting engagements, and assessment.



The training provided by BCTP during the COIN Seminar continues to be a valuable resource in preparing deploying Brigades to operate in a Counter Insurgency (COIN) environment. Our Proponent's contribution of providing FA30's to these seminars serves to put the right person in the right place to inform and educate a deploying unit's personnel on the topic of Information Engagement. Over the last two months teams have visited 4-25 ABCT in Ft. Richardson, AK and 4-1 AD in Ft. Bliss, TX.



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Integration Highlights

Recent Events

- Information and Cyberspace ICDDT Development
- ASCC Redesign
- IED-D ICDDT

Upcoming Events

- ARCENT Lucky Warrior, to observe the ASCC OCP in action.

IC—ICDDT

The Integration Division has been developing the campaign plan for the Information and Cyberspace ICDDT (I&C ICDDT). The purpose of the I&C ICDDT is to organize and lead TRADOC-wide capabilities development activities across DOTLMPF, as well as provide consolidated positions on Information and Cyberspace related issues to both TRADOC and Army leadership.

ASCC Redesign

On 18 August 2008, the CSA directed an ASCC Redesign Workshop. Each MSO and COE developed assessments to identify areas in which the ASCC Main Command Post and the Operational Command Post could take a 20% reduction. The initial challenge for the G7 staff was a complete realignment in order to apply the new doctrinal construct. Eliminations were made based upon analysis where the Army can accept judicious risk. The ASCC redesign will go before the General Officer Review Board in late October.

IED—ICDDT

USAIOP continues to support the IED-Defeat ICDDT by participating in the recent Council of Colonels meeting and providing input for the JIEDO Quarterly Congressional review. The Information Capability Area provides Army forces the capabilities, capacity, and competency to leverage the power of information in full spectrum operations, including counter-IED.

Leadership, Development, Education, & Training (LDE & T)

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LDE & T Highlights

Recent Events

- Information Long Range Training Strategy (I-LRTS)

Upcoming Events

- Republic of Korea—Training and Doctrine Conference

USAIOP Hosts Training Strategy Working Group

Fort Leavenworth, KS (Aug. 21, 2008) -- USAIOP recently hosted a two-day working group at Building 391 on Fort Leavenworth, KS. Attendees included representatives from the Army Public Affairs Center, US Army Infantry Center, Sergeant Major's Academy, US Army Intelligence Center, US Army Air Defense School, US Army Transportation Center, Army Management Staff College, Joint Fires Center of Excellence, US Army Combined Arms Support Command, Command and General Staff College, Combined Arms Doctrine Directorate, Combat Training Center Directorate, Combat Training Directorate, 3-124th IO Training Battalion (VTARNG), 1st Brigade(Schools) - 70th Division (USAR), 3-329th IO Training Battalion (USAR), 1st Information Operations Command-Land, the Marine Corps Information Operations Center, and US Army CNO-Electronic Warfare Proponent.

The Information - Long Range Training Strategy (I-LRTS) provides a holistic strategy for present and future information education and training programs needed to close the gap in capabilities. The strategy is Soldier-focused and links individual Soldiers' knowledge, skills, and attributes to unit capability in order to directly enable the execution of assigned missions. This I-LRTS will support the Army Training and Leader Development Strategy currently under development at Headquarters, Department of the Army. The overarching objectives are:

All Soldiers (officer, warrant officer, non-commissioned officer (NCO), and enlisted) with a balanced set of information competencies required for successful execution of full-spectrum military operations worldwide.

Commanders and staff possessing competence in information tasks, enabling effective employment of information as an element of combat power.

An Army with all units having the right blend of information training inculcated into unit level and collective training, to facilitate full spectrum operations anywhere at any time.

The I-LRTS Working Group focused on building an information strategy that includes active and reserve components across the three training domains: institutional, operational and self-development for enlisted, warrant, officer and civilians throughout the US Army. After reviewing updates in doctrine, existing courseware, and Mission Essential Tasks developments, the working group identified proposed core tasks to integrate information engagement training into the basic, intermediate, and advance levels of Officer Education System, Noncommissioned Officers Education System, Warrant Officers Education System, and Civilian Education System.



Information Long Range Working Group members receiving update on the Functional Area 30 Career Field Development. L-R LTC Carol Hitchcock, 3-124 IO Training Battalion (VTARNG), COL Bill Sprayberry, Joint Fires Center of Excellence (Ft. Sill, OK), and MAJ Lawrence Kapp, 3-329 IO Training Battalion (USAR).

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Personnel Highlights

Recent Events

- First FA30 Promotion to Brigadier General
- Georgia Recruiting Trip
- Major Promotion List (pg. 9)

Upcoming Events

- Colonel Promotion List
- Fort Drum Recruiting Trip

► Congratulations—COL (P) John Davis!!!

Colonel John A. Davis (30)

Deputy Commander

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Congratulations to COL(P) John A. Davis, the first FA30 to be selected for General Officer! COL(P) Davis recently relinquished command of 1st Information Operations Command at Ft. Belvoir and is serving as Deputy Commander, Joint Task Force-Global Network Operations Defense Information Systems Agency.

Georgia Recruiting Trip

USAIOP would like to thank everyone for their time and effort during the march through Georgia; it was really nice to see everyone. Everyone's support and efforts made the trip a resounding success. There was a total of 44 officers engaged (38 appointments were made prior to the trip) and lots of interest in the FA30 career field.



MAJ (P) Mitchell discusses the FA 30 career field with interested officers during his GA recruiting trip.



MAJ (P) Mitchell dining with the 3rd ID G-7 staff during his GA recruiting trip.

During interviews MAJ Mitchell provided details about the FA30 Career Field and Functional Designation (FD) board process. While conducting his recruiting trip, MAJ Mitchell seized the opportunity to visit with the 3rd Infantry Division chain of command, Infantry Proponent Director, and the G7 staffs at ARCENT, 3ID and 3-1 BCT to enhance lines of communication between the USAIOP, leaders and the FA30 population. The next USAIOP recruiting trip is scheduled for 14-15

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AC FA 30 Course Highlights

Recent Events

- FA 30 Qualification Course in new home
- Welcome three Department of the Army Civilian Seminar Leaders

Upcoming Events

- LTG Caldwell Address to the Active Component FA 30 Qualification Course
- Multi-echelon Exercise with Reserve Component Qualification Course
- FA 30 graduation 21 November 2008

Fall '08 FA 30 Qualification Course

The active component FA 30 Qualification Course started on 3 September 2008 with 26 Army officers and 8 Naval officers. This is the 5th iteration of the 12-week FA 30 Qualification Course, but the first course in the new classrooms in Building 391, the home of the USAIOP. The classrooms have state-of-the-art Classroom XXI automation equipment with two 66" plasma screens in each classroom. The challenging 12-week course focuses on how information is applied to achieve an operational advantage in full spectrum operations. The course brings in extremely qualified guest speakers, to include Commanders, Division G-7s and Brigade S-7s, to interact with students and help prepare them for their next assignment. The course continues its partnership with the University of Kansas, who provides expert lecturers/facilitators in culture, marketing, and human behavior. In October, students from the Reserve Component FA 30 Qualification Course will join the active component course to conduct a multi-echelon practical exercise. Graduation for the course is 21 November 2008.

USAIOP recently hired three permanent DA civilians as seminar leaders. We welcome Cal DeWitt, Carla Wieggers and Rob Hill onto the government team. The course also includes three active duty FA 30 majors with recent downrange experience. These officers are Major Chris Lowe, Major John Perrine and Major Kevin Spielman. Chris Poirier, Edd Hingula, and Bill Shaw continue their professional support to USAIOP.

We are always looking for graduates of the Qualification Course to talk with the students. If you are interested please contact Mr. Warner.

MG Bergner Visits FA 30 QC

On September 11, 2008, Major General Kevin J. Bergner, the Army Chief of Public Affairs, visited USAIOP and facilitated a discussion with the students and faculty of the FA 30 QC. General Bergner began with a congenial greeting and addressed the thirty-four students. Each student officer introduced him/herself and told the General about their next assignment. Major General Bergner then gave a synopsis of his most recent experience in Iraq and his past experiences as a Public Affairs Officer. He provided an insightful overview of the operational importance of Information Engagement and what skills were needed to be a successful "information operator" in the field. The General's comments were very well received by the students who asked insightful questions and took copious notes.



MG Bergner addresses the FA 30 Students

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RC FA 30 Course Highlights

Recent Events

- Two Reserve Component Courses Running Simultaneously
- October Graduation with MG Dubey as Guest Speaker

Upcoming Events

- Multi-echelon Exercise with Active Component FA 30 Qualification Course

Reserve Component FA 30 Qualification Course

The Reserve Component FA 30 Qualification Course faculty continues to teach two concurrent, the third and fourth iterations of the course. The 22 remaining students in the third iteration are currently undergoing their practicum exercise which prepares them to join the resident students in October. They are simultaneously conducting their Chief of Staff briefings, in which the student delivers a presentation to a senior leader who is usually not an FA30 officer while a faculty member evaluates. This exercise serves the twin purposes of spreading the FA30 message outside of the FA30 community, and permits the faculty to evaluate the student's ability to explain information to someone who is not already an expert. Except for those few students who live in Vermont or Kansas this briefing takes place on-line in our virtual classroom. This class graduates on October 31, and MG Dubie, the Adjutant General of the Vermont National Guard, is slated to deliver the keynote address.

The fourth iteration began their on-line classes 29 August 2008. They are getting used to the on-line learning environment as they go through the Module 1 curriculum, even as the resident students at Fort Leavenworth do so. After a total of 25 weeks of on-line classes they will join the next resident Spring 2009 at Fort Leavenworth.



FY '08 Major Promotion

The Army released the Fiscal Year 2008 Major Promotion Board results on 26 August 2008. The Army selected 96% (25/26) of the Functional Area 30 (Information Operations) Officers in the primary zone (PZ). The Army did not select any FA30 Officers above the zone (AZ) (0/3) or below the zone (BZ) (0/34) for promotion. The FA30 PZ selection rate was higher than the Maneuver, Fires, and Effects (MFE) selection rate of 92%. The MFE AZ and selection rates were 12.5% and 4.8% respectively.

Promotion List—

CPT Michael A. Brock, CPT Robert H. Creason, CPT Clement J. Danish, CPT Henry B. Davis IV, CPT Gabriel R. Downey II, CPT Timothy A. Gant, CPT Rhea H. Hutchins, CPT Todd D. Isreal, CPT Kevin L. James, CPT Nicoline K. Jaramillo, CPT Eduardo J. Larumbe, CPT Charles M. Lingenfelter, CPT Bradley S. Loudon, CPT Patrick J. Malone, CPT Joseph M. Martuscelli, CPT Anthony Nicolopoulos, CPT Robert H. Olszewski, CPT Alfonso E. Ramirez, CPT Gerald J. Rebeschini, CPT Jeremy S. Riegel, CPT Douglas B. Rogers, CPT Michael J. Sieber, CPT Cabel N. Whorton, and CPT Douglas S. Wilbur

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Tactical IO Course Highlights

Recent Events

- 33 BCT training
- 151st training

Upcoming Events

- November 2nd iteration of TIOC
- December 3rd iteration of TIOC

3-329th BN (IO), 1/70th, 84th Training

In August 2008, the 3-329th BN (IO), 1/70th DIV, 84th Training Command conducted a Tactical Information Operations Course (TIOC) for the 33rd Brigade Combat Team (BCT) of the IL ARNG in Springfield, IL. The class was filled to capacity and prepared Soldiers at several echelons of the 33 BCT to employ Information as the newest element of combat power when they deploy to Afghanistan in the upcoming months.

LTC Lisa Miller, IL ARNG, was newly-designated as the 33rd BCT's S7 when she was directed by her unit to attend the RC IO Training Conference in Leavenworth, KS sponsored by the National Guard Bureau held May 2008 where she listened to LTC Carla Wiegiers, the Commander of the 3-329th BN, present details about her unit's mission to provide a 12-day TIOC course granting participants a P4 ASI. Wiegiers emphasized that the 3-329th also conducted short 2-3 day seminars tailored to Senior Leader awareness which often lead to a 12-day iteration for units. This meeting led to the collaborative USAR & NG effort of scheduling a TIOC overview seminar for LTC Miller's 33 BCT Senior Leaders. LTC Darrell Vydra, a former Civil Affairs and PSYOP officer and member of the 3-329th, engaged the 33 BCT key leaders while their unit conducted pre-mobilization training at Fort Chaffee, AR in mid-June 2008. LTC Vydra addressed approximately one-hundred 33 BCT officers and enlisted leaders. LTC Vydra recent return from Afghanistan as an S7 and provided that additional insight to the 33 BCT leaders. Vydra equipped the 33 BCT with valuable situational awareness and fielded questions about what to expect in country.

Key leaders requested the entire 12-day TIOC for their unit as they continue preparation to deploy in November 2008. LTC Miller, 33 BCT IL ARNG, coordinated with MAJ Vincent Stoneking, XO of the 3-329th for a class in early August. LTC Paul Lagrange (1/70th BDE XO, JUST deployed to Iraq) and Mr. Greg Boyd, 1/70th BDE Schools were instrumental in getting the course into the system and making this class come together. As was SFC Mary Dixon, Schools and Orders Branch Chief JFHQ-G3 Operations and Training of the IL ARNG. Additionally, Mr. Michael Pergande, of the United States Army Information Operations Proponent (USAIOP) at Fort Leavenworth, KS gave valuable guidance and assistance in getting the class together and ensuring the course was taught to standard.

Several instructors volunteered to teach with very little notice. LTC Vydra was the chief instructor. MAJ Ken Harris and MSG Kenneth Wright, MSG Laurie VanName and LTC Wayne Huempfer were all a part of the teaching team. Additionally, MSG Dawn Weston, CAC QC and a unit 3-329th member, spent a week reviewing 3-329th's progress on administrative controls as we work to get the course and the unit prepared for accreditation next year. The 70th Division commander COL(P) Berry also visited. The 3-329th Soldiers are dispersed over 18 states CONUS and conduct most drill activities in a telecommuting mode, with quarterly "traditional" drills.

TIOC Openings

The 3-329th BN (IO) has openings for three (3) CW3s and seven (7) SFCs who might be interested in the telecommuting drill configuration. Already having the 8H or 5K Instructor identifier is an advantage. Consider joining our team – any branch accepted!

Recommended Reading List

Information Operations, Insurgency and Related Publications.

- Ellul, Jacques, *Propaganda: The Formation of Men's Attitudes*, Vintage Books, 1973.
- Goldman, Jan, *Dangerous Assumption: Preparing the U.S. Intelligence Warning System for the New Millennium*, Joint Military Intelligence College, 2000.
- Grabo, Cynthia, *Anticipating Surprise: Analysis for Strategic Warming*, Joint Military Intelligence College, 2002.
- Grivas, George, *General Grivas on Guerrilla Warfare*, Translated by A. A. Palis. New York, Praeger, 1965.
- Griffith, Samuel, *Sun Tzu The Art of War*, New York, The Oxford University Press 1963.

Political and Cultural

- Hoffman, Bruce, *Inside Terrorism*, New York, Columbia University Press, 1998.
- Laffin, John, *The Arab Mind Considered: A Need for Understanding*, Taplinger Publishing Co, NY 1975.
- Payne, James, *Incentive Theory and Political Progress*, Lexington, Lexington Books, 1972.
- Pillar, Paul, *Terrorism and U.S. Foreign Policy*, Washington D.C., The Brookings Institute Press, 2001.

Periodicals/Online Publications and Through the CARL Library.

- Secretaries of State and Defense; Commander, Multi-National Force-Iraq; the United States Ambassador to Iraq; and the Commander, United States Central Command, *Benchmark Assessment Report* [On-line], (In response to Public Law 110-2814, September 2007). Available from <http://www.whitehouse.gov/news/releases>; internet.
- Skinner Eugene W. *Economic Assessment: Stability, Security, Transition and Reconstruction Operations*, Carlisle Barracks, US Army War College, 2007.
- Special Inspector General for Iraq Reconstruction *Differences in Services and Fees for Management and Administration of Iraq Reconstruction Contracts*, Arlington, VA, 2008.
- Wong, Edward "Iraqi Cabinet Approves Draft of Oil Law" [On-line], (New York Times, 26 February 2008). Available from <http://www.nytimes.com>; Internet.

Community Links

[USAIOP](#) = CAC, USAIOP Public Webpage

[IO Intel Link](#) = LTC Scott Riggs, Joint Information Operations Warfare Command (JIOWC)

[1st IO Command](#) = Available Army Training Courses

Letter from the Field

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USAIOP would like to thank CPT Sieber for his letter from the field and for his dedicated service. We encourage all FA 30's to provide feedback and letters for inclusion in future issues of *The Beacon*. This newsletter is meant to assist in providing information across the Career Field and to share lesson learned with fellow practitioners.

I thought I'd write a note to everyone to let you know how things have been going here in Iraq recently. It seems that with all of the media attention on the elections, the amount of progress that has been made in Iraq is not given the attention it deserves.

I am sending this email out to many friends and family that have varying ideas of what an information operations officer does in Iraq, so I tried to cover all bases in this note.

As my time in this country comes to a close, I can honestly say that I am happy with the progress we have made here over the past year. The Iraqi Army and Provincial level governments are truly making remarkable progress and have taken great strides towards self sufficiency. Terrorist activity and violent crimes have dramatically decreased over the course of the past year and the professionalism of the Iraqi security forces has come a long way in enforcing the rule of law.

As an IO officer, my job has been to help shape the perception of the local population, the Iraqi press, and the international media. It has been an uphill battle because the western press loves to capitalize on sensational stories such as IEDs and suicide attacks that do little but stall the progress that has been made holistically. Working in Diyala, I have had quite the job cut out for me, specifically dealing with suicide attacks by females, a trend that has seen a rise, and hopeful decline here in Diyala. If you have seen any western reporting on female suicide bombers in Diyala, I probably had a hand in it in one form or another. The population as a whole has been demanding that this type of violence end and I like to think that we have been effective in enabling the locals to spread this message across Diyala and Iraq.

I was fortunate enough to hang out with some great news crews from Fox and CNN and was able to get a Fox reporter an exclusive interview with a female detained by Iraqi police with a vest on. This report was picked up on international syndicate and helped satisfy the western media's curiosity into the psyche of a female that wears a suicide vest.

But our biggest success has been mentoring the government at all levels to properly govern for the entire population, as opposed to the traditional Arab way of looking out for tribal interests above others. With that being said, there is still a problem with corruption and sectarianism here in Diyala and across Iraq. As the government and security forces continue to progress, hopefully they will be able to overcome these problems as well.

It has been a very rewarding year for me. I have had the pleasure of meeting with Iraqi leaders at the national level, provincial level, and local levels, breaking bread with senior sheiks that represent the interests of thousands, and learning extensively about the Arab culture and cuisine. Nearly every day has offered a lesson in professional development in diplomacy and international relations that will benefit me for the rest of my life.

But I will be so happy to get home to my wife and children. The girls have grown so much over the past year. I look forward to spending every waking moment with them. Whether it is playing with legos or building a snowman in the yard, it will be amazing. Being away for so long has taught me how important it is to take advantage of every single moment that I will have for quality family time. I plan on working less and increasing my time at home with the family significantly.

Letter to the Editor

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Based on the answers provided in the Question and Answer Section of Volume 1, Issue 2 dated July 2008, I would like to propose a few alternative perspectives for the USAIOP to consider.

1. Question: Has the Army officially discarded information operation from its lexicon?

The answer provided in the last issue was a good non-answer. Perhaps it would be better to say the Army has not yet decided on how to best use the term IO and describe a connection to Joint IO. From my experience and perspective, the Joint IO concept can still be achieved through proper coordination between the proposed Army information task staff proponents.

2. Question: Won't the Army Information Tasks construct lose the vital synergy the commander gets from having a single integrator for the core capabilities?

Answer: Army commanders will not lose vital synergy without a single integrator of all capabilities associated with Information...Research also shows there is no more intrinsic synergy to be gained through the integration of PSYOP and EW than, for instance, there is between PSYOP and Intelligence.

The reference to research in this answer is inconsistent with my professional experiences of eight years in the IO career field to include fourteen months as the IO Chief in MND-Baghdad. Several units, to include the service component commands, Corps/MNC-I and Division/MND-B attending the February 08 Army IO Conference and April 08 IC Symposium supported the current IO model's ability to be tailored to a COIN fight and be successful. SOF units have also validated the IO model for isolating the target when conducting Time Sensitive Targeting.

How about history? The IO model was borne of Desert Storm and is a good example of integrating PSYOP and EW to adversely affect the enemy's decision cycle. The example cited of integrating PSYOP and EW is somewhat misrepresentative of the PSYOP-EW relationship. PSYOP needs to know when we are jamming a voice communication system as PSYOP is frequently an alternative to jamming.

If our doctrine does not recognize how the revised the information tasks are inter-related, the new generation of information officers will relearn old lessons and, yes, the commanders will lose vital synergy. The USASOC paper to the IC Symposium gives a sound description, consistent with MND-B operational experience, of how PSYOP, as part of Information Engagement, should coordinate with other information tasks like MILDEC and EW.

Perhaps it is more accurate to say the Army recognizes Information Engagement (read PA and PSYOP) as a common thread throughout the levels of Army command and we need to improve our ability in applying information across the levels of command and the spectrum of conflict. By focusing our efforts along the logical lines of information AND coordinating across the staff, we will be better postured to conduct full spectrum operations across the continuum of conflict.

Finally, the research claim is also unsubstantiated by the data that was revealed to me by USAIOP personnel during the Information and Cyberspace Symposium. Thus, *The Beacon*, a USAIOP information, product loses credibility through inconsistent claims.

LTC Carmine Cicalese
IO Instructor, JFSC

Editorial Response

LTC Cicalese—thank you for your thoughtful letter, which we presented above. It continues the healthy dialogue on this very important subject. We completely agree with your point that "information," as codified in FM 3-0, has different logical lines. One of our major discoveries over the past couple of years has been the realization that the existing capabilities divide naturally into two camps: those means that "change facts on the ground" and those means that "affect the perceptions of relevant publics."

We also agree the five information tasks do not obviate the need for intra- and inter-staff coordination. Coordination has always been an imperative for our Army and today's complex and interactive environment makes it even more important in achieving effects that lead to mission accomplishment and mitigating unintended consequences.

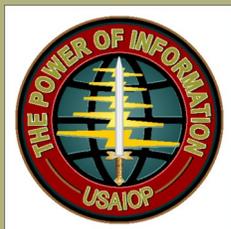
Lastly, as our Proponent grows and we continue to adapt to what we "learn" about this critical mission area, we'll work hard to be more consistent in what each of us says, does, and portrays.

We look forward to your help and to that of our entire extended FA30 team to ensure FM 3-13 is "as close to right" as doctrine can possibly be. And, we'll do our best to ensure it focuses on helping commanders and their staffs achieve the full potential of this mission area.

U.S. Army Information
Operations Proponent

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Fort Leavenworth, KS 66027

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Leveraging the power
of information in an
era of persistent
conflict...

Available Training Opportunities

Active Component FA 30 Qualification Course

FY: 2009
SCHOOL: 150
Course: 2G-FA30
CLASS Type: R
CLASS: 001
RPT Date: 22 Feb 09
Start Date: 23 Feb 09
End Date: 22 May 09

Reserve Component Tactical IO Course

FY: 2009
School: 150
Course: 701-2G-FA30 (RC)
POC: MAJ Mitch Goodrich, 913-684-9441

1st IO Command Courses

Web site: <https://www.1stiocmd.army.mil>.

Military Deception Planners Course:

Class Number: 09-01 10/20/08 10/24/08
Class Number: 09-02 01/12/08 01/16/09
Class Number: 09-03 04/20/09 04/24/09
Class Number: 09-04 07/27/09 07/31/09

IO Capabilities Applications and Planners Course:

Class Number: 09-01 10/27/08 11/07/08
Class Number: 09-02 01/26/09 02/06/09
Class Number: 09-03 04/27/09 05/08/09
Class Number: 09-04 08/03/09 08/14/09

Basic Computer Network Operations and Planners Course:

Class Number: 09-01 12/01/08 12/12/08
Class Number: 09-02 02/23/09 03/06/09
Class Number: 09-03 04/06/09 04/17/09
Class Number: 09-04 05/11/09 05/22/09
Class Number: 09-05 08/17/09 08/28/09
Class Number: 09-06 10/14/09 10/25/09

Middle Eastern Cultural Integration Course:

Class Number: 09-01 10/06/08 10/10/08
Class Number: 09-02 01/12/09 01/16/09
Class Number: 09-03 04/20/09 04/24/09
Class Number: 09-04 07/27/09 07/31/09

Electronic Warfare Fundamental and Planners Course:

Class Number: 09-01 11/17/08 11/21/08
Class Number: 09-02 02/09/09 02/13/09
Class Number: 09-03 05/11/09 05/15/09
Class Number: 09-04 08/17/09 08/21/09

Operation Security Officer and Planners Course:

Class Number: 09-01 11/17/08 11/21/08
Class Number: 09-02 02/09/09 02/13/09
Class Number: 09-03 05/11/09 05/15/09
Class Number: 09-04 08/17/09 08/21/09

We are on the web
[http://usacac.army.mil/
CAC/usaioop.asp](http://usacac.army.mil/CAC/usaioop.asp)