

The Beacon

October/November 2008 Volume 1, Issue 4

Bi-monthly the US Army Information Operations Proponent will provide a brief update on the near-term and long-term projects that impact the FA30 Career Field. We welcome your active participation in this forum.

USAIOP Staff

Director

COL David Haught
913-684-9465

Deputy Director

Mr. Paul Tiberi
913-684-4475

CE & E

LTC Mike Snyder
913-684-5333

Doctrine

LTC Eric Henderson
913-684-9432

Integration

LTC Joshua Melendez
913-684-8507

LDE & T

LTC Bob Foley
931-684-8508

Personnel

LTC John Mitchell
931-684-5318

Strategic Effects

CPT Nicoline Jaramillo
913-684-9452

AC Course Director

Mr. John Warner
913-684-2962

RC Course Director

MAJ Mitch Goodrich
913-684-9441

Director's Corner



COL David Haught
Director USAIOP

The Proponent's top priority right now is publishing FM 3-13. I'd like to take this opportunity to provide you a brief update.

First, it's important to recognize we are in a period of transition. We're in between the new FM 3-0 and the soon-to-be-published FM 3-13.

FM 3-0 provided our Army a foundation from which to build. Approved by two Army Chiefs of Staff, it encapsulates the central ideas that FM 3-13 will expound. In addition to that foundation and senior leader guidance issued to date, the Proponent has been engaging practitioners, stakeholders, and other communities. Also, a Tiger Team has met twice to work on the manual. The most recent meeting of the Tiger Team concluded the ideas in the author's draft were sound, however the manual was not ready for Army-wide staffing. It needs to put the theoretical discussion in language more familiar and, hence, more valuable to the field; it needs to clarify the doctrinal shift in our mission area in order to boost understanding; and, the C2W and IP chapters need further development. We also received great input from the field, including many of you. So, we're revising the manual accordingly, but consistent with the central precepts in FM 3-0 and decisions/guidance received to date. We expect to have a draft out to the Army for staffing in 2nd quarter. In addition, a small team from the Proponent is visiting MNF-I, MNC-I, MND-B, and MND-C in December to ensure FM 3-13 is informed by current practices.

Of interest to all of you in the field is the availability of FA 30s. While there are shortages today, we should see improvement in the near term. Of note is the increase in accessions resulting from the FY08 Career Field Designation Board. We went from 40 accessions last year to 57 this year. This is great news for the field. The Proponent will keep the pressure on the Department to keep accession numbers high so we can minimize the gap between authorizations and inventory.

Speaking of Personnel, you should know DA PAM 600-3 is under review. Personnel officers at your location should be providing input. If there is something you feel should be in DA PAM 600-3, please provide input to your unit's submission or let us know. This is an important publication as centralized selection and designation boards use it to better understand the Career Field.

I'd like to express my appreciation for all the great work you are doing in the field. The feedback I receive on our FA 30s is incredibly positive. Commanders want more as they understand and appreciate the value the FA 30 Officer brings to the staff. I hope you and your family and friends have a wonderful holiday season. For those of you deployed or otherwise separated from your family, know that we have you in our thoughts and prayers.

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LEAV-USAIOPBEACON@conus.army.mil

USAIOP Visits Europe



COLs Sternhagen & Haught in front of 7th Army sign.

Units/Persons Visited: EUCOM, J39 Team (COL Chuck Eassa) and BG Joe Ramirez; AFRICOM, J39 (COL Glenn Connor), SOC-Europe, COL Bob Warburg J3 and J39 FA30 (MAJ Rich Stinson), SOC-Africa FA30s (MAJ Stordahl/Shelley) and USAREUR & 7th Army Deputy G3, COL George Seiferth and FA30 Officer, COL Bill Sternhagen including a VTC with Joint Multinational Readiness Center (JMRC), 7th Army's CTC IO SME, Mr Ralph Manos.

Summary: USAIOP visit with key leaders was very beneficial in providing understanding and consensus to progress US Army IO Proponent priorities and initiatives that support the warfighter. Clearly identified is the need/desire for FA30's at

all levels, brigade to theater combatant command. The emphasis and support of the Army's information engagement task and support for strategic communication was validated. Questions and cautions were raised about the necessity for JP 3-13 and FM 3-13 doctrines to remain nested. Leaders identified the need for appropriate courses for training and leader development for FA30 officers that transition to joint assignments. At all commands visited, the FA30 officers were key staff officers and valued by the command's leadership.



COLs Connors & Haught during Africa Command visit.



COLs Eassa & Haught in front of EUCOM building.

1st CAV MRX

From 19-31 OCT 08, USAIOP participated as an Assistant Observer/Trainer and Subject Matter Expert in the 1st Cavalry Division Mission Rehearsal Exercise (UE 09 -01 PH V) at Ft. Hood, TX in conjunction with BCTP OPS Group A. During the two week MRX, observations, coaching and mentoring were conducted with the Division G7 staff processes, their integration with the rest of the Division staff through established centers and cells, and key leader engagement preparation and execution. Of particular note was the Division's focus and integration of IE capabilities within the Future Operations (FUOPS) center, the targeting process, and key leader engagement. This exercise cemented the G7 section as a critical element of the Division organization and structure. More resources are planned for the section as it prepares for deployment.



LTC Michael Snyder
 Michael.D.Snyder@conus.army.mil



Concepts, Exercises & Experimentation Highlights

Recent Events

- Experimentation support to Joint Public Affairs Support Element & Joint Forces Command
- Support to BCTP Mission Rehearsal Exercises
- Unified Quest 09 - Scenario Development

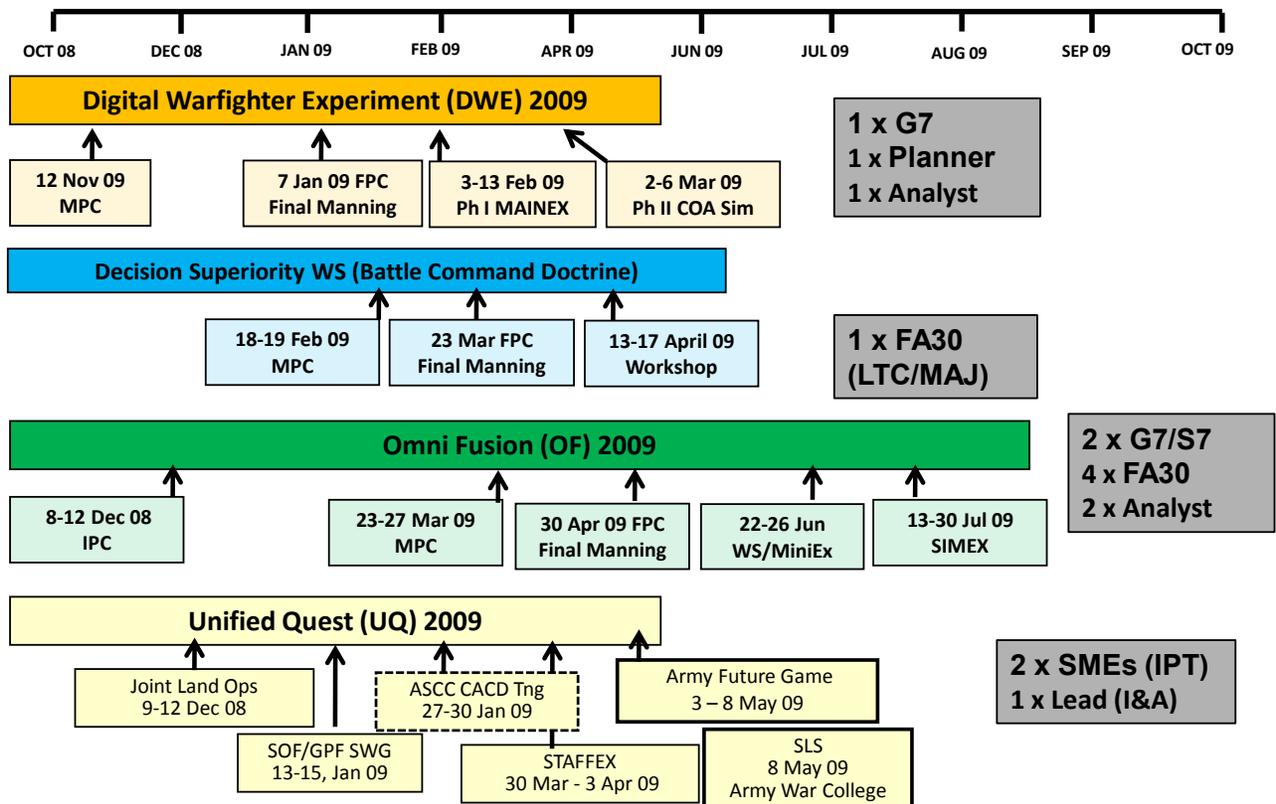
Upcoming Events

- Digital Warfighter Experiment, 26 Jan - 13 Feb 09 at Pope Hall, BCBL, Fort Leavenworth, Ks

USAIOP support to FY 09 Experiments

USAIOP is involved with Combined Arms Center (CAC) and Army level experiments scheduled for FY 09. The top priority experiments (OF 09 and DWE 09) occur at the Battle Command Battle Lab - Leavenworth (Pope Hall). Experiments provide a great opportunity to further develop professional skills, collaborate and apply insights/combat experiences during the experiment that inform learning demands for future concepts and doctrine. We want to include FA30's from across the force, both active and reserve, into our experiments. Several of you have participated in past experiments and the efforts have been consistently stellar and mutually beneficial. The below slide depicts the planning timeline and support requirements for each experiment. Use the information to determine and plan your level of participation. Contact LTC Mike Snyder to coordinate your participation.

FY 09 Experiments



LTC Eric Henderson
Eric.Henderson@conus.army.mil

Doctrines Highlights

Recent Events

- Doctrine Update

Upcoming Events

- MND-B G-7 Lessons Learned from Iraq; December 2008



Army Information Doctrine

What is it?

Information is an element of combat power, recently introduced in Army doctrine.

What has the Army done?

By introducing **Information** as an element of combat power, FM 3-0, *Operations* (February, 2008) elevated its importance to a level equal to the warfighting functions (*command and control, intelligence, movement and maneuver, fires, sustainment, and protection*). The Army's latest revision of its capstone operations doctrine emphasizes that fulfilling the potential of **Information** is an imperative for achieving success in the complex and interactive operational environment of the 21st Century. Further, whereas "information operations (IO)" heretofore were too-often considered additive or adjunct activities, commanders are expected to make **Information** integral to their mission from the inception of their operation through its conclusion. Rather than limiting the utility of **Information** to that of coordinating the existing capabilities of IO, FM 3-0 established five Army Information Tasks for achieving the full potential of **Information**: *Information Engagement, Operations Security (OPSEC), Military Deception (MILDEC), Command and Control Warfare (C2W), and Information Protection*. This functional approach enables commanders and their staffs to combine all the capabilities in their arsenal for destructive or constructive effects depending on their unique set of circumstances. It is a recognition that only through changes in the perceptions, attitudes, beliefs, and behavior can the US Army establish a stable environment that sets the conditions for a lasting peace, as codified in FM 1, *The Army*.

What continued efforts does the Army have planned for the future?

The Army will expound on FM 3-0's central ideas with the publication of FM 3-13, *Information*, in Summer 2009. The "big idea" of the new FM 3-13 is that our 21st Century Army must be as highly skilled in the art and science of engaging, communicating, and collaborating with publics and actors that affect mission accomplishment as it is in disrupting, corrupting, and usurping enemy decision making; i.e., applying "constructive power" to affect enduring behavioral change in addition to the "destructive force" to compel temporary change.

FM 3-13 will establish a commander-focused framework for achieving the potential of information seamlessly with all other combat power to achieve an operational advantage in one or more of the three enduring operational challenges:

- Gaining and sustaining the confidence and support of relevant publics and actors
- Winning the psychological contest with adversaries and potential adversaries
- Winning the contest to most effectively use information technology and the electromagnetic spectrum

CG TRADOC approved the publication of FM 3-13 in 4Q FY09 with one draft for Army-wide staffing in 2Q FY09. We have developed a strategic communication plan for the rollout of this seminal publication.

LTC Joshua Melendez
Joshua.Melendez@conus.army.mil

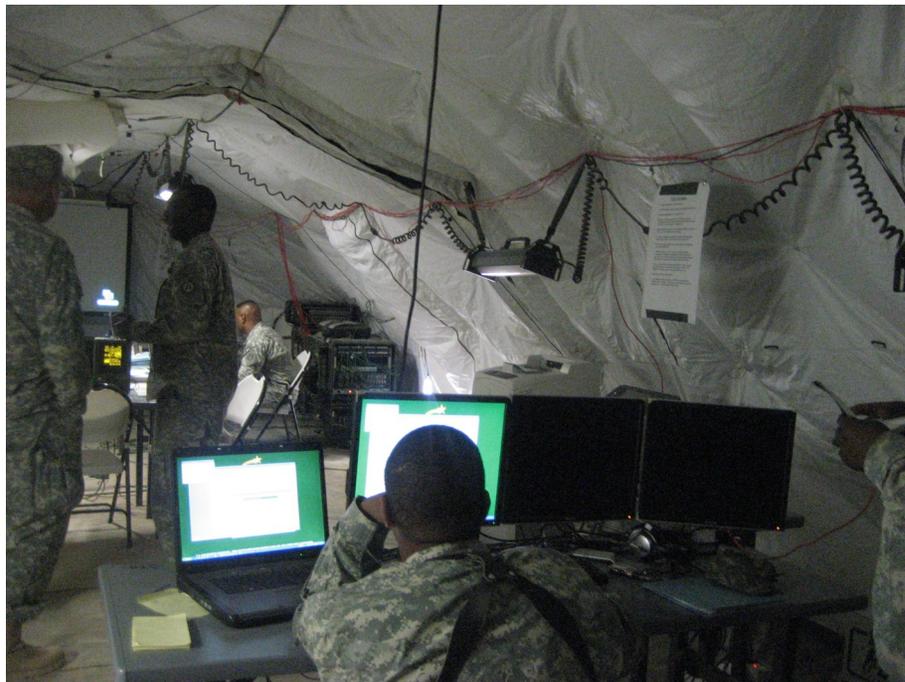
Integration Highlights

Recent Events

- ARCENT Lucky Warrior

ARCENT Lucky Warrior

Recently USAIOP provided support to the 3rd Army's Operational Command Post (OCP) exercise called Lucky Warrior held in Camp Beuhring, Kuwait. The purpose of the exercise was to evaluate 3rd Army's ability to deploy their OCP, operate it effectively using their Command Operations & Integration Center (COIC), while continuing to use the Main Command Post (MCP) still in Atlanta, Georgia, as a reach-back capability. The role of the Combined Arms Center for this exercise was two-fold: (1) provide Observers/Trainers from BCTP; (2) provide subject matter experts to observe and assess 3rd Army's ability to work under the proposed new Army Service Component Command (ASCC) redesign of a reduced staff. The ASCC redesign was a Chief of Staff of the Army directive to reduce the ASCC staff down by 20% if possible. This directive came on the heels of the recent Corps and Division Redesign in which all centers, schools, proponents, corps and divisions were invited to send representatives to participate in numerous workshops to execute the CSA's guidance. USAIOP's piece in this exercise was to observe and assess whether 3rd Army's implantation of the latest doctrine on Information in order to determine how best to make the necessary reductions.



Members of 3rd Army OCP staff and a CAC representative participating in Lucky Warrior held in Camp Beuhring, Kuwait.

LTC Bob Foley

RobertF.Foley@conus.army.mil

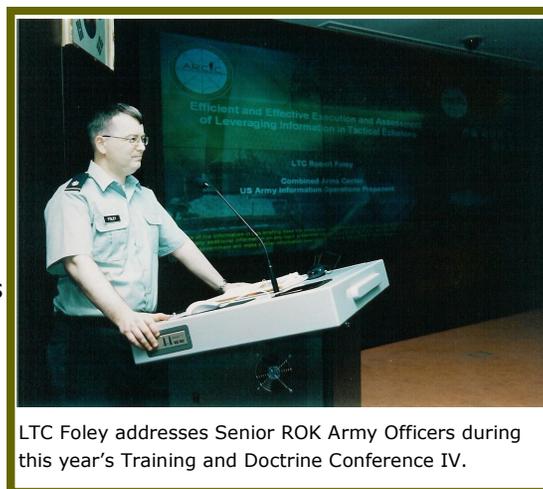
LDE & T Highlights

Recent Events

- Republic of Korea—Training and Doctrine Conference
- CMETL Update

Republic of Korea—Training and Doctrine Conference

LTC Robert Foley, CAC, USAIOP conducted a presentation on leveraging information to achieve an operational advantage as part of the TRADOC delegation led by MG Abraham Turner, TRADOC G3/5/7 to the ROKA TRADOC in Taejon, Korea. LTC Foley identified changes in the operational environment and its complexities and how information is disseminated in many forms, by multiple leaders, actors, and publics. The ROKA delegation asked about the differences between the Joint and Army levels. LTC Foley answered by covering Joint level Information Operations capabilities and showed their similarity to the Army's Information Tasks. Then he explained how the Army has refined the capabilities to align with the Army's mission and the unique characteristics of conducting operations to promptly gain, sustain, and exploit control over land, resources, and people. He provided two vignettes to further illustrate the integration. LTC Foley then went on to define Information Engagement as those activities which are most closely linked to verbal and symbolic (pictures) communication to the world's publics. Lastly, he covered the evolutions in doctrine, organizations, and training to actualize the power of information in full spectrum operations. LTG Lee of the CG of ROK Army TRADOC shared that his nation's forces are addressing the same operational complexities as the U.S. Army.



LTC Foley addresses Senior ROK Army Officers during this year's Training and Doctrine Conference IV.

CMETL Update

The importance of Conducting Information Engagement was not overlooked in the development of the Army's Core Mission Essential Task List (CMETL) as the task Conduct Information Engagement was published as one of the Core Capability Mission Essential Tasks (CCMET) for Corps, Division, and BCT/ACR type units.

On 15 July 2008 the Army published the Standardized CMETL. The CMETL is a list of mission essential tasks derived from a unit's capabilities which are based on the unit's TO&E mission and doctrine. CMETLs are comprised of core capability tasks which the organization was designed to perform and general tasks applicable to all organizations, regardless of unit type. CMETLs provide relevant, manageable lists of tasks to focus brigade and higher – echelon training early in ARFORGEN.

The proponent views the incorporation of Information Engagement into Army CMETL as a positive step towards having Corps and Division level staffs as well as BCT's focus their training efforts on this critical task. In the coming months the USAIOP will continue to support the CMETL initiative by providing input and recommendations to the semi-annual review board process which is conducted by the Combined Arms Center Training Directorate on Ft. Leavenworth.

LTC John "Mitch" Mitchell
 JP.Mitch13@conus.army.mil

Personnel Highlights

Recent Events

- Colonel Promotion List
- Functional Area Designation
- Fort Drum Recruiting Trip

Upcoming Events

- Advance Civil Schooling Announcement
- Fort Leonard Wood Recruiting Trip
- YG 2000 Major Promotion Board in January 2009

Congratulations—Colonel Promotions

The Army selected four FA30 Officers for promotion to Colonel when HRC-Alexandria released the board results on November 5, 2008. Officers selected include:

Carmine Cicalese, Joint Forces Staff College Senior IO Instructor
 Nanette Gallant, 3rd Army IO Division Deputy Chief
 Matthew D. Matter, PACOM Standing Joint Task Force Fires Director
 W. Scott Riggs, JIOWC Strategic Communications Director.

Congratulations to all!!!!

Functional Area Designation—FA 30

HRC-Alexandria released the FY08 Functional Designation (FD) Board results on October 7, 2008. The Army selected 47 Officers for FA30 from the mandatory FD for Year Group (YG) 2001 Officers. The Army also selected ten Officers for FA30 from the optional FD board for YG 2005 Officers. MAJ Parke, the HRC-Alexandria FA30 Career Management Officer, has contacted these Officers and coordinating their attendance of the FA30 Qualification Course at the earliest opportunity. The FY09 FD board will be held in about June 2009 for YG02 (mandatory) and YG06 (optional) Officers. If you know of any YG02 or YG06 Officers that would make a good FA30, please let them know about the upcoming FD board. If they have questions about the FD board process, have them contact Mr. Pendleton, the Personnel Proponent Senior Analyst, at 913-684-9448 (DSN 552-9448) or email henry.david.pendleton@us.army.mil.

Fort Drum Recruiting Trip

The USAIOP Recruiting Team visited Fort Drum NY on September 17-18 and Fort Bragg NC on November 13-14 to talk with Officers interested in FA30 and the FD board process. LTC Mitchell met with over 30 Officers at both locations. The USAIP Recruiting Team will not visit any posts until 2009 when they visit Fort Leonard Wood MO on January 28-29 and Fort Sill on February 25-26.

Current Recruiting Trip Schedule (Subject to Change):

28-29JAN09: Fort Leonard Wood MO

25-26FEB09: Fort Sill OK

FY 2009 Major Promotion Board

The Fiscal Year 2009 Majors promotion board for Year Group (YG) 2000 officers will now meet in January 2009 instead of April 2009 as originally scheduled. The Army will also consider Captains from Year Group 2001 for below the zone promotion. The earlier board's purpose is to move the YG00 Captains during the summer movement cycle into Major positions instead of Captain positions to help alleviate the field grade shortages. The pin-on point for Major will change from about nine years, 5 months of commissioned service to nine years.

YG00 and YG01 FA30 officers need to make sure their promotion files are complete with an updated photo, correct Officer Record Brief (ORB), and all OERs are in their record. Attention to detail in the preparation for promotion will enhance your chances of reaching the next rank.

To make up for the earlier promotion of the Captains to Major, the Chief of Staff has authorized to reduce the pin-on point for Captains by one month. The Army is using many different personnel strategies to increase CPT/MAJ strength, including retention incentives, higher promotion rates, increased lieutenant accessions, inter-service transfers, and increased calls to active duty from the Reserve Component.

Mr. John Warner
John.Warner@conus.army.mil

AC FA 30 Course Highlights

Recent Events

- FA 30 Qualification Course Graduation

Upcoming Events

- Course Review and AAR
- Post Instructional Conference
- FA 30 Qualification Course 23 February 2009

FA 30 Qualification Course Graduation

On 21 November 2008 the FA 30 Qualification Course completed its 27th course. This course graduated 33 officers, eight of which were Navy officers deploying in support of MND-W. The guest speaker for the graduation ceremony was BG John Davis, Deputy Commander, Joint Task Force-Global Network Operations and the first FA 30 to attain the rank of general officer. We congratulate our recent graduates and wish them good luck in their careers.



MAJ Lance Braswell

MAJ Marion Ford

LT Bryan Luallen (USN)

MAJ Cory Matthews

MAJ Stephen Vrooman

CPT Cabel Whorton

MAJ Lisa Begley

MAJ Jonathan Hedge

CPT Patrick Malone

LCDR Donald Savage (USN)

CPT Daniel Welsh

LT Michael Crino (USN)

MAJ Michael Essary

LTC Steven Kaukola

MAJ Sook Mizell

LCDR David Salak (USN)

CPT Jeffrey Vancleave

MAJ Brian DeLeon

MAJ Luis Irizarry

CPT Billy Manning

CPT Doug Rogers

CDR Dean Wence (USN)

CPT Brian Adamson

LT Daniel Krowe (USN)

MAJ Eric Lopez

LCDR Thomas Ramar (USN)

CPT Anthony Thompson

MAJ William Zielinski

CPT Brandon Delpilar

CPT Rhea Hutchins

CPT Tri Le

LT Vincent Quatrone (USN)

MAJ Steve Smith

MAJ Anthony Wilson

MAJ Mitch Goodrich
Mitch.Goodrich@conus.army.mil

RC FA 30 Course Highlights

Recent Events

- FA30 Qualification Course (Reserve Component)

Upcoming Events

- Phase III (Resident) Mutl-Echelon Exercise and Graduation (Apr 09)

What is the FA30 Qualification Course (RC) Course

The FA30 Qualification Course (Reserve Component) offered by the 3-124th Information Operations (IO) School, is a 9 month, 3 phase course. The course develops FA 30 officers to successfully serve their commands on staffs at brigade through corps level. Phase 1 is approximately 48 hrs of web based distance learning that you do on your own. Phase 2 is 7 months of IDT in a virtual classroom (from any internet connected computer). Phase 3 is a 15-day resident exercise held at Ft. Leavenworth, KS in conjunction with the active duty's FA30 course. The course is for Captains through Colonels who are assigned or will be assigned to an FA 30 position. Phase 1 is distance learning at your own pace. During Phase 2 you will attend a weekly four-hour class using a web-based application. You will be assigned a student cohort with an instructor for Phase 2. These classes are conducted weekday evenings. *Workload*: the course replicates the 12-week Active Duty FA 30 course. Therefore, it requires a significant time commitment. Once Phase 2 begins you should expect to commit time similar to an on-line Master's program including presentations, papers, readings, exercises, and tests.

Where and when is the course?

(Schedule subject to change, current as of 30 OCT 2007)

Course Dates for upcoming courses"

Phase I (Asynchronous Distance Learning) 11 FEB 2008-14 MAR 08 (Rolling admission)

Phase II (Synchronous Web Based Group Seminars) 24 MAR 2008-03 OCT 2008

Phase III (Resident) 18 OCT 2008-31 OCT 2008 at Fort Leavenworth, KS

Phase I (Asynchronous Distance Learning) 14 JUL 2008-15 AUG 2008 (Rolling admission)

Phase II (Synchronous Web Based Group Seminars) 25 AUG 2008-27 MAR 2009

Phase III (Resident) 11 APR 2009-24 APR 2009 at Fort Leavenworth, KS

How do I enroll in the RC FA 30 Course?

To enroll in ATRRS for the FA30 RCQC you enroll in all three phases simultaneously:

STEP 1: Enroll in ATRRS for the stand alone IO 101 course. This is Phase 1 of the FA30 RC QC. You may do this at any time. You must include your Army Knowledge Online (AKO) email address in the application. The school code is 1030 and the course ID is NGB-AIS-IO (101). Once your application is processed (this can take several days depending on your unit and level of approval required) you will receive a user name and password by email to begin the course. This course may be completed early (recommended) but must be completed NLT the beginning of Phase 2.

STEP 2: Enroll in ATRRS for FA30 RC QC, Phases 2 and 3. It is the same school code (1030) and the course number is 701-2G-FA30 (RC). Depending on dates, Phases 2 and 3 may be in different Training Years. You should do this immediately. *Do not wait until you have completed IO 101 to do this step.*

Point of contact for more info is SSG Dayton at christopher.dayton@us.army.mil or 802-485-1946/1950. DSN 636-4946/4950

<http://www.vtguard.com/io>
802-485-1950

Tactical IO Course Highlights

Recent Events

- August Tactical IO Course, Northfield, VT
- September TIOC (Mobile Training Team), Coraopolis, PA

Upcoming Events

- Tactical IO Course, Northfield, Vermont, 19 to 30 October, 2008
- Tactical IO Course, Texas, 25 January to 5 February, 2009
- Tactical IO Course, Virginia, 22 March to 2 April, 2009

3rd Battalion, 124th Regiment Tactical IO Training

The 11-day resident Tactical IO Course (TIOC) prepares service members to plan, execute and assess Tactical IO. The target includes Soldiers assigned as IO fire direction officers/NCOs, Soldiers in S-7 Sections or Fires and Effects Cells, officers and NCOs assigned to other staff sections, executive officers, and commanders. Emphasis is on IO at the unit, battalion and brigade level. Graduates qualify for the Information Operations Additional Skill Identifier/Skill Identifier. TIOC focuses on synchronizing and coordinating Operational Security, Psychological Operations, Military Deception, Electronic Warfare, Physical Destruction, Public Affairs, and Civil Military Operations. Feedback from graduates who later deployed indicates that the skills they learned were vital in enabling their units to conduct full spectrum operations.



Class photo, August 2008 Tactical Information Operations Course. Students and instructors pose in front of the Vermont National Guard's Readiness and Regional Technology Center, located on the campus of Norwich University.

In August 2008 Vermont's IO battalion provided the Tactical IO Course to 22 students from the Army, Army Reserve, and National Guard, enabling them to attain the 8H or 5K additional skill identifier. One student, LTC Zambrano, is from Panama, and he enhanced the knowledge of his fellow students by relating his experience and explaining how IO concepts and techniques apply to his unit's border defense mission.

3-124 sent a mobile training team to the Pittsburgh area in September and provided TIOC to 18 students from the Army Reserve. These soldiers work in theater-level computer network operations, and TIOC enabled them to improve their working knowledge of IO capabilities and their implementation at the tactical level.

For additional information, contact the Tactical Branch Chief or Noncommissioned Officer in Charge:

MAJ William R. McKern, 802-485-1964, william.mckern@us.army.mil
SFC Chreston C. Rabtoy, 802-485-1955, chreston.rabtoy@us.army.mil

LTC Carla Wiegiers
Carla.Wiegiers@conus.army.mil

Reserve Tactical IO Course Highlights

Recent Events

- 9-21 Nov, Ft. Sheridan, IL Course

Upcoming Events

- 1-12 Dec 08, Houston, TX

- 25 Jan—6 Feb Ft. Totten, NY

3-329th Bn Tactical IO Training

The 3-329th BN (IO) headquarters is in Milwaukee, but our Soldier Instructors are scattered across CONUS and the business of Information is picking up as we enter FY 2009.

In November 2008, lead instructor LTC Darrell Vydra along with cadre MAJ Lawrence Kapp, MSG Dawn Weston, MSG Wright and SFC Elmer Watford just concluded a 12-day Tactical Information Operations Course (TIOC) for the 3rd Brigade of the 75th Training Support Division, Fort Sheridan, Illinois. We are so pleased to have established such a strong relationship with the 75th TSD, for we understand their integral relationship to all deploying units.



Soldiers of 3rd Brigade, 75th Training Division graduate from TIOC and qualify for P4 Army Skills Identifier on 21 November 08 at Fort Sheridan, IL

In December 2008, lead instructor LTC Wayne Huempfer along with cadre LTC Carla Wiegiers and LTC John Listermann will join MAJ Robert Hefner at 75th Division headquarters in Houston, Texas to conduct a 12-day TIOC. MAJ Hefner served most recently as an AGR full-time unit support officer and instructor for the 3-329th BN (IO) in Milwaukee, under 84th Training Command. We are pleased to link up with him in his new position in the G-3 section of 75th Division. In Texas, we will train key leaders who have a significant impact through habitual relationships with mobilizing and deploying reserve forces across CONUS. The 75th Division is linked with the National Simulations Center on Fort Leavenworth, KS to develop staffs and train and prepare all reserve units scheduled for JRTC, NTC, Power Projection Platforms and deployment to theater. The 75th Division's Observer Controllers are experts at the Military Decision Making Process and Battle Command, and are eager to learn more about how Information as the newest element of combat power can be integrated into these processes and get it out to the field.



Soldiers of the 151st Theater Information Operations Group (TIOG) complete a practical exercise at Fort Totten, September 2008

In January 2009, LTC Herman Reid will be lead instructor conducting the second 12-day TIOC iteration for the newly formed USAR 151st Theater IO Group (TIOG) at Fort Totten, NY. LTC Alvin Bonaparte led a previous iteration of the course and established a professional rapport with the 151st TIOG during a course in September 2008.

On a related note, in his USAR service capacity, COL Cal DeWitt has recently been selected and assumed command of the 151st Theater Information Operations Group (TIOG). In his Department of the Army Civilian capacity, Mr. DeWitt is a senior Instructor/Facilitator of the Functional Area 30 Qualification Course at Fort Leavenworth, Kansas. Congratulations to COL DeWitt's command of the first United States Army Reserve TIOG. The TIOGs are an emerging concept designed to establish habitual relationships with the combatant commands to support the COCOM's Information needs. Two National Guard TIOGs have already been established in the states of Texas and Washington. The 3-329th Battalion (IO) welcomes the opportunity to further support all of the TIOGs as they work to train their soldiers and assume missions.

The 3-329th Battalion (IO) is available to send a team to requesting unit locations, and we have for several "pop-up" iterations. The following scheduled course dates for the 2009 Training Year are at Fort McCoy, Wisconsin unless otherwise indicated. We understand that it is often more cost-effective to send 3 instructors to you rather than your 24 students to us. Please contact us if you would like to initiate an Off-Line Training Request (OLTR) to potentially move any of the ATRRS scheduled courses below to your location.

Recommended Reading List

Information Operations, Insurgency and Related Publications.

Hammes, Thomas, *The Sling and the Stone: On War in the 21st Century*, St Paul MN, Zenith Press, 2004.
Holt, Thaddeus *The Deceivers: Allied Military Deception in the Second World War*, New York, A Lisa Drew Book, 2004.

Daniel Levitas, *The Terrorist Next Door: The Militia Movement and the Radical Right*, St. Martin's, Griffin, 2004.

Linn, Brian, *The Philippine War 1899-1902*, Lawrence KS, The University Press of Kansas, 2000.

Montague, Ewen, *The Man Who Never Was*, New York, J. B. Lippincott Company, 1954.

Political and Cultural

Reich, Walter, *Origins of Terrorism: Psychologies, Ideologies, Theologies, States of Mind*, Washington D.C.; Woodrow Wilson Center Press, 1998.

Scheuer, Michael, *Imperial Hubris: Why the West is Losing the War on Terror*, Washington, D.C., Potomac Books, 2004.

Tore, Bjoergo, *Root Causes of Terrorism*, New York, Taylor and Francis, 2005..

General Reading.

Atkins, Rick, *An Army at Dawn: The War in North Africa 1942-1943*, New York, Henry Holt and Company, 2002.

Bardach, Eugene, *Getting Agencies to Work Together*, Washington D.C., The Brookings Institute Press, 1998.

Builder, Carl, *The Masks of War: American Military Styles and Analysis*, Baltimore, The Johns Hopkins University Press, 1989.

Godson, Roy and Wirtz, James, *Strategic Denial and Deception: The 21st Century Challenge*, New Brunswick, Transaction Publishers, 2002.

Lewis, Michael, *Money Ball*, New York, W.W. Norton & Co., 2003.

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

[Joint IO Planning Courses](#) = Available Joint Training Opportunities

U.S. Army Information
Operations Proponent

950 Bluntville Avenue
Fort Leavenworth, KS 66027

Phone: 913-684-9452
Fax: 913-684-
Email: Leav-USAIOP@conus.army.mil



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 FA 30 Qualification Course

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

Reserve Component Tactical IO Course

Tactical IO Course, Northfield, Vermont, 19 to 30 October, 2008
Tactical IO Course, Texas, 25 January to 5 February, 2009
Tactical IO Course, Virginia, 22 March to 2 April, 2009
POC: MAJ William R. McKern, 802-485-1964, william.mckern@us.army.mil

Joint Information Operations Planning Course (JIOPC)

Web site: http://www.jfsc.ndu.edu/schools_programs/jc2ios/io/default.asp

Military Deception Planners Course:

Class Number: P-09-2, 01/12/09-02/06/09
Class Number: P-09-3, 03/02/09-03/27/09
Class Number: P-09-4, 06/15/09-07/10/09
Class Number: P-09-5, 08/10/09-09/04/09

Security Clearance: All students enrolling in the JIOPC must possess a final U.S. Top Secret/Special Compartmented Information (TS/SCI).

Contact:

- For information regarding IO course quotas or course information and administration, contact the IO Division registrar at http://www.jfsc.ndu.edu/schools_programs/jc2ios/io/default.asp mailto: JC2IOS-IO-QUOTA@jfsc.ndu.edu or at 757-443-6336 (DSN: 646) or Lt Col Tracy Bobo, 757-443-6344 (DSN: 646-6344)

We are on the web
<http://usacac.army.mil/cac2/usaioop/index.asp>