



# The Beacon



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## The Latest Word on Information Operations

Volume 1



Issue 1



December 21, 2007

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### IO Proponent Supports the Force

This is the first issue of the proponent's newsletter, an effort designed to support the FA 30 community with information about our career field. In this and future issues we will provide the latest doctrinal developments, assignment opportunities and a forum to share the best practices being developed by the community. This is your newsletter; all FA 30s are invited to submit articles for publication, or to request information and support from your proponent or from FA 30s at large.

We do not imply that we have all of the answers in the proponent but we are exercising every effort to solicit the best practices currently conducted in the field. It is our mission to seek out the best solutions to the problems we currently face, refine those ideas to give them universal applicability and provide relevant and effective doctrine for the FA 30 force. We are recruiting the best and brightest that our Nation has to offer in the FA 30 career field, and with your help we plan to develop information operations as a core competency in the Army as we continue to face the challenges of this period of persistent conflict.

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### USAIOP Notes

The purpose of this newsletter is to highlight our commitment to serve the FA 30 community. We want to inspire passion in the force, provide a forum to share ideas, and highlight the many contributors of FA 30s to our national security during this period of persistent conflict. In each issue, we will focus on a particular area; in this issue, we will discuss the functions of the G7.

The first function of the FA 30 is to coordinate, synchronize and orchestrate the information engagement activities of the public affairs, psychological operations, counterpropaganda, civil affairs, combat camera, and defense support to public diplomacy activities of the unit. This represents a departure in focus from synchronization of the five pillars of IO that many of you learned during your initial instruction or your subsequent practice in the field. This change in focus of the FA 30 resulted from an extended evaluation of current practices and trends observed in the field.

The second function of the FA 30 is to harmonize the information engagement activities with all other lethal and non-lethal capabilities available to the unit. This effort, conducted within the normal staff process exercised by the unit, further amplifies the unit's message and encourages unity of effort throughout the staff.

The third function of the FA 30 is to ensure the operations process provides due consideration to the impact of actions proposed by the other staff on the perceptions, attitudes, beliefs and most importantly, behavior of different audiences in the unit's operational environment and on the information engagement plan.

## USAIOP Notes—Continued

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Lastly, FA 30s must integrate information engagement activities into plans and orders, to include the Commanders Intent, Concept of Operations, Synchronization Matrix, and Command Engagement Plan

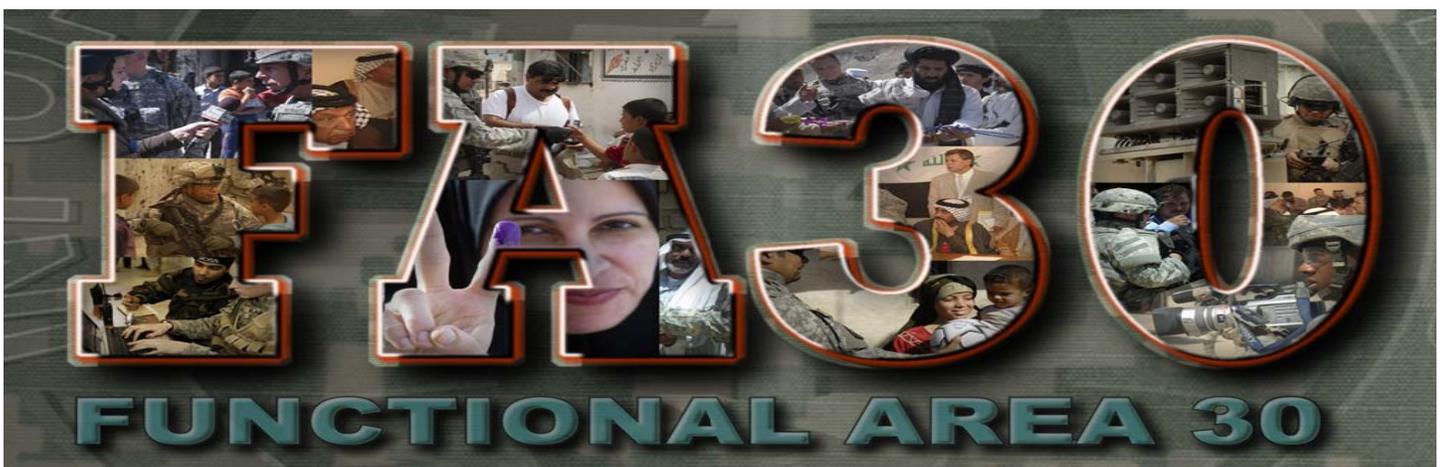
### Best of Breed Survey

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Army units engaged in the GWOT have been executing Information Operations (IO) from the tactical to strategic level for several years. At the behest of the G3 of the Army, the USAIO Proponent has undertaken to sift the mass of experience garnered in this critical mission area and identify patterns of “best practices” throughout the Army. The approach we have taken is two-fold. First we are conducting a comprehensive review of lessons learned literature – AARs from redeployed units, CTC AARs, BCTP reports, journal articles, etc. – to determine trends in what individuals have formally said works and doesn’t work. Additionally, we are canvassing key leaders with current or very recent operational experience – Commanders, Chiefs of Staff, G/S3s, G/S7s, et al. – for their insights and observations. We are looking for best practices in terms of functionality, not necessarily in terms of doctrinal correctness. The specific research questions being asked are:

- (1) Which audiences did the commander determine needed to be influenced?
- (2) How did the commander go about doing that?
- (3) What was the command and staff process for synchronizing “messages” with “actions?”
- (4) How was the effort nested with the strategic communication plan and other JIIM activities?
- (5) Who in the unit had the rose pinned on him/her for performing this function?
- (6) How were the responsibilities of IO, PSYOP, PA, Combat Camera, Civil Affairs, and other staffs executed in this process?
- (7) What were the planned effects?
- (8) What effects were actually achieved?
- (9) How could the effects be optimized in retrospect?
- (10) Who synchronized EW, CNO, OPSEC, and MILDEC?
- (11) Please add any other observations or insights you might have concerning IO.

If you have insights you want considered, please send them to Major Eric Henderson at [Eric.Henderson@conus.army.mil](mailto:Eric.Henderson@conus.army.mil).



## Army Encourages Educational Diversification

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The complexity of the security environment that we are likely to face in the foreseeable future requires mentally agile adaptive officers capable of leading the Army into the age of persistent conflict. In its effort to meet this requirement the Army developed a modular education system for field grade officers which encourages the development of a wide range of educational experience. The program uses incentives to encourage the best and brightest officers to pursue diversification without sacrificing their career objectives.

These incentives include: (1) Criteria-based centralized selection list (CSL) where Officers selected for Brigade Command will need one or more type experiences from at least two of the five/six categories listed. (2) three-year CSL window where Officers can elect not to compete for Battalion Command without prejudice by the board. The Officer would move back a Year Group (YG) or two before their first look and then have two opportunities to seek a command. (3) educational sabbatical where Officers could attend ACS for 1-2 years and their YG would be moved back accordingly. Currently, Officers do not change YGs when they go to ACS. Many more Officers may elect to teach at USMA if their timeline was to pause while in ACS. (4) enhanced JIMM Program where high achieving basic branch Officers would attend ILE at Ft Belvoir and do the AOWC by correspondence work.

We will provide more information on this program as well as procedures for enrollment in future issues of the Inquirer.

## FA30 Personnel Notes

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On Behalf of LTG Caldwell, the USAIOP would like to congratulate our FA30 Lieutenant Colonels that were selected for promotion to Colonel. They are LTC(P) Charles Eassa, LTC(P) Michael Dominique, and LTC(P) Jon Leonard. This is indeed great news for the FA30 community that we continue to grow and promote outstanding officers. Their selection is a testament to their previous accomplishments and the outstanding potential that they possess that will continue to benefit an Army in persistent conflict.

The USAIOP congratulates the seven Officers selected to attend proponent sponsored Advanced Civil Schooling (ACS) that includes Masters programs at Harvard, Princeton, Johns Hopkins and the Naval Postgraduate School (NPS). (The Civilian ACS program allows Officers two semesters (one year) to complete an intermediate level Masters degree in an IO related field.) ( The NPS is an 18-month program that culminates in the awarding of Masters Degree in Joint Information Operations.)

This years ACS selectees are: MAJ Schultz, Robert; MAJ Reichart, Christopher; MAJ Jeszenszky, Christopher; CPT Creason, Robert; MAJ Mellen, Brian, MAJ Case, Dean; and CPT Schmeck, Derek. We wish you good luck as you get ready for the academic challenges and rewards that await you.

- FA30 Centrally Selected List (CSL) positions is being coordinated with HRC for approval and publishing.
- HRC approved awarding a SI/ASI to Officers, Warrant Officers and Enlisted that attend the Tactical IO Course effective date  
1 Jan 08. This is retro-active for all those that previously graduated from the course.

## FA30 Personnel Notes—Continued

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Upcoming:

- \* Recruiting Trips: Please spread the word to those serving at the installations we planning to visit.
  - 20-21 Feb 08: Ft. Knox, KY
  - 6-7 May 08: Ft Hood, TX
  - 8-9 May 08: Ft Lewis WA
  - 11-12 Jun 08: Ft Riley KS
  - 16-17 Jul 08: Ft Drum NY

## It's Your Turn

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Soon the proponent will upgrade its Internet presence with improvements to the proponent, HRC, and CAC web pages. The information contained on the web pages will be a reflection of information requested from the field. This is your newsletter and the web pages will belong to the FA 30 community. We want your input to make these communication vehicles world class products, because the best Soldiers deserve the best support possible. Please forward your recommendations for items that should be included in the newsletter as well as those pieces of information you would like to be able to find on our web pages.

It will then be our mission to provide you with the information in a user friendly format. Please feel free to contact the individuals listed below if you are in need of specific information or want to make a suggestion to improve our ability to support the force. (It is the pledge of every member of the proponent to serve the force.)

### **Proponent Points of Contact**

**Leadership Development, Education, and Training Division (LDE&T), LTC Robert Foley ,**  
**[robertf.foley@conus.army.mil](mailto:robertf.foley@conus.army.mil) DSN 552-8508**

The LDE&T Division is responsible for designing, developing, and implementing training and education for Army IO. The endstate is to develop Soldiers and leaders with a warfighting focus and the competencies necessary to help their units employ Information Operations to achieve the operational advantage they need to accomplish their missions.

**Concepts, Exercise and Experimentation Division (CE&E), MAJ Michael Snyder ,**  
**[michael.d.snyder@conus.army.mil](mailto:michael.d.snyder@conus.army.mil) DSN 552-5333**

The CE&E Division develops IO-related concepts and plans venues to expand and validate concepts through experimentation, exercises, workshops, and conferences. The Army G3 approved USAIOP's concept in September 2007. Approval of the concept will expand the proponent allowing the Army to better develop and integrate DOTMLPF capabilities for IO.

**Personnel Division, MAJ John Mitchell, [jp.mitch13@us.army.mil](mailto:jp.mitch13@us.army.mil) DSN 552-5318**

The Personnel Division is responsible for the management, force structure, career path time-line, recruitment and growth of Army IO. The end state is to have the right officers serving in the right positions in the right places at the right time in order to provide the maximum support to commanders and staffs at all levels.

## [It's Your Turn—Continued](#)

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**Doctrine, Organizations, Materiel, Facilities & Integration Division, LTC Josh Melendez,**  
[Joshua.melendez@us.army.mil](mailto:Joshua.melendez@us.army.mil) DSN 552-8507

Responsibility for: doctrine, organization, materiel and facilities. Develops IO doctrine, tactics, techniques, and procedures; design, build, and update IO force structure in the Active and Reserve Components; develop materiel and facilities solutions; participate in efforts to collect, analyze, and disseminate lessons learned; support mission readiness exercises; and, integrate the disparate IO efforts across Army DOTMLPF.

**Strategic Effects, LTC Tim Washington,**  
[Timothy.Washington@conus.army.mil](mailto:Timothy.Washington@conus.army.mil) DSN 552-5305

Strategic Effects coordinates, synchronizes, and orchestrates the information engagement activities of the IO proponent with the following objectives in mind. The recruitment of the best and brightest warriors to become FA 30s, the establishment of Information Operations as an Army core competency, and the determination of the best practices to insure relevancy of future doctrine.

## [IO Symposium Returns in April](#)

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LTG Caldwell CG Combined Arms Center and proponent for Information Operations will host an IO symposium from 7 – 9 April 2008, the theme of the symposium has not been finalized as of the time of this publication. However, the area of focus is currently leaning towards developing an understanding of how our coalition partners are conducting Information Operations. Those members of the FA 30 community who feel they have a point of view they wish to articulate at the conference or desire to see a particular issue discussed are invited to send those thoughts to the proponent general contact email address and your ideal will be forwarded to the appropriate member of the proponent.

## [IO Proponent](#)

LTG William W. Caldwell IV	CG, CAC IO Proponent
COL Wayne Parks	Director USAIOP
Mr. Paul Tiberi	Deputy Director USAIOP
LTC Bob Foley	LDE& T Chief
LTC Tim Washington	Strategic Effects
LTC Josh Melendez	DOMF & I Chief
MAJ Mike Synder	CE & E Chief
MAJ John Mitchell	Personnel Division Chief
MAJ Pete Elstad	Operations Officer

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