

The Beacon

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Bi-monthly the US Army Information Operations Proponent will provide a brief description on it 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

As I settle in as the USAIOP Director, I am excited about the changes that lay ahead and look forward to engaging with you — the subject matter experts — to achieve the potential of this critical mission area. As professionals dealing with Information, you have embarked on a challenging and rewarding opportunity within the military. And, as we have seen with the publication of FM 3-0 our Army recognizes the importance of Information. Your future is bright.

USAIOP is your home and we want to involve you — our practitioners — in all that we do. As this newsletter evolves, 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.

USAIOP's main effort right now is the development of FM 3-13, *Information*. Information is at the leading edge of the Army's evolution of thought and your Proponent is directly involved in this effort. The new FM 3-0, *Operations* (2008), has begun the evolution of how commanders and other leaders think about and use Information in full spectrum operations. FM 3-13 will provide commanders with a useful guide to understanding and applying Information as an element of combat power in full spectrum operations. For more on FM 3-13, see MAJ(P) Eric Henderson's column on p. 3. We'll do our best to keep you informed and up-to-date on emerging doctrinal changes, practices in the field, and developing concepts. But, don't hesitate to contact the doctrine team if you have questions or need help. Contact information for them and for our other teammates is included in this letter.

I want to close by thanking you for your service. As less than half of 1% of the American population that chooses to volunteer their service, you are a breed apart. My personal gratitude to you and your families for the wonderful job that you do defending our nation.

Inside this Issue of the Beacon

Director's Corner	1	LDE & T	5
CE & E	2	FA30 Qualification Course	6
Doctrine	3	Personnel	8
Organization and Integration	4	Strategic Effects	10

(CE & E)

LTC Mike Snyder

CE & E Highlights

In April 2008, LTG Caldwell hosted the Information and Cyber-space Symposium. A summary is found below and the final report can be downloaded at from our [CAC USAIOP Homepage](#). If you are interested in comment or adding insight to the discussion please email [USAIOP](#).

Several members of the proponent completed the US Army's Title 10 annual series of wargames and seminars culminating in a STAFFEX / Future's Game, at the US Army War College, 29 April - 4 May. The team provided a greater appreciation of *Information* as an element of combat power through Building Partnership Capacity (BPC) and Irregular Warfare (IW) to establish "Security in a World of Persistent Conflict." The team's effort resulted in seven insights and recommendations supporting our objectives that were briefed to General Wallace and General (Ret) Abizaid at the Senior Leader Seminar final out brief.

In June 2008, LTC Snyder and III CORPS, COL Dominique participated in the American, British, Australian, Canadian and New Zealand Armies (ABCA) Agile Alliance08 workshop focused on developing interoperability and understanding of influence activities among the ABCA Nations. ABCA programs and activities provide USAIOP a great opportunity to network with our allies and share lessons learned/ best practices that build partnership capacity among ABCA Armies.

Currently the proponent is actively participating in the development of plans, orders, and concepts for inclusion in Omni Fusion '08 - Simulation Exercise, 3-19 SEP 08. This exercise will include Canadian and UK Influence Officers (IE) and reserve component augmentation from the Theater IO Command (TIOC). The purpose of OF08 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 08, Unified Quest, ABCA, and JFCOM experiments provide opportunities to integrate unit FA30's combat experiences from the field into experiments and exercises from both active and reserve forces. Contact [USAIOP](#) for more information, details and opportunities to participate or provide input.



US Delegation to ABCA AGILE ALLIANCE Influence Activities Syndicate: (from left to right) Mr. Jeff Hoing, LTC Mike Snyder (USAIOP), COL Mike Dominique (III Corps), LTC Scott Main (USASOC PSYOP)



IA Syndicate members from Canada and UK

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Information as an Element of Combat Power

On 27 February 2008, at the AUSA Winter symposium, the US Army released the 15th edition of the Army's capstone operational doctrine; FM 3-0, OPERATIONS. The Army undertook this exhaustive re-writing of FM 3-0 in order to provide a roadmap for Soldiers and leaders as we move forward into what the Chief of Staff has termed an era of "persistent conflict." The many changes from the 2001 edition to this version manual demonstrate an attempt to account for the complex, ambiguous, and inter-connected nature of the environment in which Army operations are being conducted today and will likely be conducted in the foreseeable future.

Among these changes, of particular note is the new prominence accorded to the idea that information is an indispensable part of combat power. Although not a new idea (the 2001 edition also identified information as combat power), this version of FM 3-0 expands to identify information as central to the successful exercise of all warfighting functions. The authors devote an entire chapter to describing a framework to enable Soldiers and leaders to think through the roles information plays and about how to apply it successfully. Among the information related concepts articulated in the manual, perhaps the most important is the idea that using information to affect the operational environment can only be successfully done when commanders incorporate the informational aspects of their operational environment and their mission as a part of their battle command process from inception. The new manual makes it clear that an understanding and visualization that ignores information is incomplete and that a description and direction – a plan – that ignores information is wrong and likely to fail. Although not new to the FA 30, these ideas are now an explicit part of the Army's Capstone doctrine.

The next step in this doctrinal evolution will be the writing and publishing of a revised FM 3-13, entitled *Information*. The new manual will seek to expand on the ideas laid out in FM 3-0. It will emphasize the importance of a nuanced and holistic view of the contemporary operational environment, showing that understanding the role information plays in it is the key to understand and navigating its complexity. In other words, successfully understanding and utilizing information is the key to all successful operations, not just those specifically involving the use of a select set of capabilities. This is an important issue. FA 30s have long known that the key to successfully executing their job has been the extent to which their commanders et al have so internalized the decisive role of information that they see their mission and the execution of their operational tasks in terms of informational effects. FM 3-0 began making this explicit under the imprimatur of the Army's senior leadership. FM 3-13 will exploit that success. As important as getting the message across to the Army at large is, nevertheless the new FM 3-13 will also provide a framework to enable G/S-7s and the rest of the staff with a basis for efficiently integrating information tasks and the capabilities associated with them into the operations process from inception.

Change by its very nature will inevitably produce some anxiety. The changes outlined here are no different. FA30s can and should gain confidence from the fact that the Army leadership recognizes the overwhelming importance of the role the FA30 plays in successful full spectrum operations. They approved FM 3-0 with that in mind and they have directed the rewrite of FM 3-13 to expand and solidify the ideas of FM 3-0 so that the power of information becomes imbedded in the DNA of our Soldiers and leaders. The future is as bright as can be for those who bring deep expertise in this area. The emphasis of the rewritten doctrine highlights the necessity of the G/S7s in the command structure. The role of these officers is even more important to the operational structure than ever before. Opportunities will abound to reinforce the relevancy of our career field and to remain a vital part of our Army's efforts to confront our adversaries during this period of persistent conflict.

Doctrines Highlights

- Program Directive for FM 3-13 is staffed and is with CG, CAC for signature
- Doctrines authors are focused on writing FM 3-13 for publication NLT February 2009
- Ongoing reviews and input into developing doctrine, outside FM 3-13, to ensure integration of information into operational concepts

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Integration Highlights

IE CELL / MAIN CP (OPS Company Para 15)

MAIN

O	W	E	TOTAL
3	0	1	4

O5 30A00 DIV IE OFFICER (G7)	1
O4 30A00 IE ASSESSMENT	1
O3 30A00 IE OPS OFF	1
E8 46Z 50 SR PAO NCO	1

DELETION:	
O4 30A00 DEP G-7 OFFICER	1

- IE Functions:**
- 24-hour operations
 - Advises commander & staff on operational Information Engagement (IE)
 - Integrates IE planning, operations, targeting and assessment to achieve CDR's intent
 - Synchronizes ARFOR IE WITH JFLCC IO
 - Writes IE input to FRAGOs & produces IE estimates
 - Coordinates intel support to IE:
 - Analysis, assessment & Information Environment Preparation
 - Human Networks analysis & assessment
 - Media (print, audio, video) analysis & assessment
 - De-conflict IE objectives, PSYOP themes, messages, & PA actions/activities
 - Integrates IE tasks with PA and PSYOP
 - Integrates IE at Joint Boards & Centers
 - Chairs DIV IE Working Group
 - Integrate IE tasks into targeting

Vehicles & Trailers:
None

Major Radio Equipment:
None

Major Information Systems:
LIN Z72475 MCS-WS x2

appropriate participants from across the Army in order to address functional needs and to make the necessary recommendations to the Commanding General of the Combined Arms Center for near-term and long-term changes throughout the Army.

Recent events: April 2008 Corps & Division Staff Refinement Workshop was a week-long event where participants were given CSA guidance to recommend a 15% reduction within corps and division level staffs. If the proposals are approved, the impact at to Corps G7 will be the elimination of one FA30 LTC position and at the Division G7 the elimination of one MAJ position. With the exception of the elimination of the TAC-2, all other FA30 positions will remain.

Upcoming initiatives: TRADOC has recently approved the forming of an Information - Integrated Capabilities Development Team or I-ICDT. The charter of this team will be to conduct a comprehensive analysis to develop and implement capabilities that achieve the potential power of information in full spectrum operations. The capabilities based assessment (CBA) will incorporate all ap-

G7-IE/ SPECIAL STAFF/MAIN Ops Co Para 15

MAIN

O	W	E	TOTAL
4	0	1	5

O6 30A00 CORPS IE OFF (G7)	1
O5 30A00 IE OPS OFFICER	1
O4 30A00 IE OPS OFF	1
O4 30A00 IE ASSESSMENT	1
E8 46Z 50 SR PAO NCO	1

DELETION	
O5 30A00 IO COORD	1

- Functions:**
- 24-hour operations and representation in COIC
 - Integrates Information Engagement Planning, Preparation, Execution, and Assessment
 - Synchronizes JTF/JFLCCIE with ARFOR IE
 - Principal IE advisor to the Corps Commander and primary staff
 - Directs and supervises the functions of all IE staff sections assigned to Corps HQs
 - Coordinate Intel support to IO
 - Analysis, assessment and IE input to IPB
 - Human networks analysis & assessment
 - Media analysis and assessment
 - Advises the Corps Commander on the allocation and employment of IE assets assigned/attached to the Corps
 - Recommends IE element augmentation required to support and sustain IE functions within the JOA
 - Integrates IE activities into the targeting process
 - Coordinate IE activities with Strategic Communications is support of commanders goals and objectives
 - Coordinates directly with adjacent and subordinate unit staffs to synchronize, coordinate, and execute IE in the JOA
 - Chairs the Corps IEWG, participates in the Targeting and Effects Synchronization Boards

Vehicles & Trailers:
None

Major Radio Equipment:
None

Major Information Systems:
LIN Z72475 MCS-WS x2

KU Strategic Communication Course

KU, Professor Basow, participates in the training and development of FA30s as they attend the qualification course and Fort Leavenworth, KS. His class was learning about the value of understanding the cultural position of the audiences that one is trying to engage. Through his participation as a course presenter and board member during oral comprehensive exams, LTC Snyder and Professor Basow identified future opportunities for USAIOP to help educate KU students taking Professor Basow's Strategic Communication class.

LTC Snyder and CPT Jaramillo attended the class on June 10th, sharing personal experiences about being in the military and being assigned overseas. LTC Snyder shared unique products used during his deployment in Iraq and CPT Jaramillo shared cultural experiences from being stationed in Korea.

USAIOP is looking forward to future opportunities for engagement with the KU students and support their growth and development as we share the value of leveraging information for success, in both military and civilian operations.



LTC Snyder shared this product with the class that identified locations in Iraq where IEDs had exploded. The students were fascinated by the products he shared and engaged in the dialogue of the two hour class.

LTC Snyder presented Professor Basow with a CAC Unit Crest for his dedicated support in developing FA30 professionals.

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

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LDE & T Highlights

1. Recent events: A post instructional review of the FA30 QC is currently underway. Student comments, updates in doctrine, and input from the field are all being reviewed and considered. The division has been working with BCTP to update seminar materials as well as gather their observations of units preparing to deploy. Keeping current is a challenge that is being met by the FA30 QC cadre.

2. Upcoming events: LDE&T will be conducting a staff assistance visit with the USAR to review their Tactical IO Course held at Fort McCoy, WI. LDE&T will also be assisting TRAC in the integration of information into training scenarios used through the Army. The scenario in development now is on Africa as the operational environment. Lastly, LDE&T is participating in a review of Mission Essential Tasks with CTD and Combined Arms Doctrine Directorate. This will effect how the Army trains on information engagement.

Mightier Than a Sword -- The Power of Information in an Era of Persistent Conflict

Fort Leavenworth, Kansas, April 18 2008 - The Combined Arms Center has announced the winners of the 2007 Commanding General's Information Operations writing competition.

First Place: Lieutenant Colonel Norman E. Emery, "[Irregular Warfare IO: Understanding the Role of People, Messaging, and Effects](#)" was awarded a \$1000 cash prize and a certificate of recognition signed by CG, CAC. Lieutenant General Caldwell recognized Lieutenant Colonel Emory during the 2008 Information and Cyberspace Symposium at Ft. Leavenworth, Kansas.

Second Place: Major Walter E. Richter, "The Future of IO in the US Army" was awarded a \$500 cash prize and a certificate of recognition signed by CG, CAC.

Third Place: Major Christopher S. Ieva, "A Practical IO Targeting

Methodology" was awarded a \$250 cash prize and a certificate of recognition signed by CG, CAC.

Fourth Place: Mr. James E. Shircliffe, "Exploring the Role of IO in

Deterrence Strategies" was awarded a \$250 cash prize and a certificate of recognition signed by CG, CAC.

The Commanding General's Information Operations writing competition is an annual contest sponsored by CG, CAC, and the US Army Proponent for information operations. The contest is open to anyone conducting research on issues related to Information Operations.

Eighteen essays were considered for the 2007 competition. The first place essay will be published in an upcoming edition of Military Review. Second, third, and fourth place essays will be submitted for publication in appropriate journals. The 2008 competition is now open, deadline for submissions is 30 September. For more see [Information Writing Contest](#) or email [USAIOP](#).



Lieutenant Colonel Norman Emery, the winner of this year's Information Operations Writing Contest is congratulated by the Commanding General of the Combined Arms Center, Lieutenant General William B. Caldwell IV. Photos by Donald Middleton

Mr. John Warner
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AC FA 30 Course Highlights

On May 22, 2008 the USAIOP graduated 33 officers from the latest FA 30 Information Operations Qualification Course, and designated them Functional Area 30. Six of the new Information Operations officers are Navy brethren deploying in support of MND -W.



BG(P) David D. Halverson addresses FA 30 IO QC graduates May 22, 2008

The guest speaker for the graduation ceremony was BG (P) David D. Halverson, then the Director of Operations, Readiness and Mobilization, DA G-3/5/7.

Congratulations go out to CPT Robert Giuliano, designated the Distinguished Honor Graduate, and the three Honor Graduates; LTC Phil Waldron, CDR Bob Shereda, and CPT Mike Lingenfelter.

An additional, Honorary Graduate of the course was Dr. Paul D’Anieri, coordinator and visiting Professor from the University of Kansas, who was instrumental in developing KU’s participation in FA30 qualification course. We will miss Dr. D’Anieri as he moves on to accept a new position as the Dean of the School of Arts and Sciences at the University of Florida.

The multi-echelon exercise is designed as a capstone event for the FA30 students. The exercise provides an opportunity for each student to practice the skills learned during their respective courses and to refine concepts before heading out to support commanders in the field.

We congratulate the recent graduates and wish them good luck in their careers as Information practitioners. We also look forward to welcoming the next group of students to Fort Leavenworth.

The next FA 30 Qualification Course is scheduled to start 3 Sep 08 with 36 students already registered, including 9 Navy officers, making it our third class supporting our sister service.



Dr. Paul D’Anieri accepts FA 30 IO Course diploma from Course Director Mr. John Warner.

AC FA 30 Course Schedule

3 September—21 November 2008

ATRRS Information CRS 2G-F30 class 1

23 February—15 May 2009

ATRRS Information CRS 2G-F30 class 2

Mr. John Warner
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The Army's newest FA 30's & faculty join together for a last photo after the graduation ceremony.

CPT BENJAMIN BARLOW

MAJ JUSTIN BOGUE

CPT THOMAS BRENTON

CPT JAIME CALICA

LCDR DANIEL COPELAND (Navy)

LTC LEELA DAWSON

MAJ FRAZIER EPPERSON

LTJG ERIC EVERS (Navy)

LT MICHAEL FALKNER (Navy)

CPT TIMOTHY GANT

CPT ROBERT GIULIANO

MAJ JAMES JANDA

CPT NICOLINE JARMILLO

MAJ LUTHER JOHNSON

CAPT(S) JOHN LANDRY (Navy)

CPT WILLIAM LEWIS

CPT CHARLES "MIKE" LINGENFELTER

LTC ANDREW MCVEIGH

CPT DAVID MORGAN

CPT LOUISITO OCAMPO

CPT ROBERT OLSZEWSKI

LCDR CHRISTOPHER QUICK (Navy)

LT WILLIAM ROCKETT (Navy)

CPT WILLIE RODNEY

CPT DEREK SCHMECK

CDR ROBERT SHEREDA (Navy)

LTJG ROBERT SPOHR (Navy)

MAJ GRANT STOEBNER

CPT DARRELL VAUGHAN

MAJ ENRIQUE VILLAREAL

CPT JEREMY WEDLAKE

LTC STEPHEN WILLIAMS

LTC JAMES "PHIL" WALDRON

Congratulations to recent LTC selects!!!

The Army released the Fiscal Year 2008 Lieutenant Colonel Promotion Board results on 1 July 2008. The Army selected 100% (8/8) of the Functional Area 30 (Information Operations) Officers in the primary zone (PZ). The Army also selected 25% (1/4) of the FA30 Officers above the zone (AZ) and 8% (1/13) below the zone (BZ). The FA30 PZ and AZ selection rates were higher than the Maneuver, Fires, and Effects (MFE) selection rates (95% for PZ and 16% for AZ). The FA30 BZ selection rate was slightly below the MFE percent (15%) but by only one Officer. USAIOP and the entire FA30 community wish to extend our congratulations to our new LTC selects! They are: MAJ Brooks, Paul T.; MAJ Nettleton, Steven W.; MAJ Hayes, Keith C.; MAJ Henderson, Eric D.; MAJ LePlatt, Herbert E.; MAJ Mitchell, John P.; MAJ Painter, David L. (BZ); MAJ Pate, Michael J.; MAJ Scott, Gerald R.; and MAJ Shelly, David M.

LTC Carla Weigers
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Highlights

"The 3-329th BN (IO) headquarters is in Milwaukee, but our Soldier Instructors are scattered across CONUS. In the concluding two months of this FY, we are conducting a 12-day Tactical Information Operations Course (TIOC) for the 33 Brigade Combat Team (BCT), Illinois National Guard at Camp Lincoln, IL; and conducting another TIOC for the newly formed USAR 151st Theater IO Group (TIOG) at Fort Totten, NY. Contacts with these units commenced at the Cyberspace and Information Symposium held at Fort Leavenworth in April and the RC IO Training Conference hosted by the National Guard Bureau at 35th Div HQ in Leavenworth in May.

Where and when is the 3-329th BN (IO) TIOC course conducted?

We are available to come to requesting unit locations, and have for several "pop-up" iterations, but the following scheduled course dates for the 2009 Training Year are at Fort McCoy, Wisconsin: (Schedule and locations are subject to change, current as of 2 July 2008)

Date	Date
9-21 Nov 08	2-15 May 09
7-19 Dec 08	31 May - 12 June 09
25 Jan - 6 Feb 09	12-24 July 09
1-13 Mar 09	2-14 Aug 09
5-17 Apr 09	13-25 Sep 09

How do I enroll?

Your unit training NCO or schools administrator should enroll you in ATRRS. The school code is 921A and the ID is 150-9E-SI/ASIP4/950-ASIP4. This course is instructed by the 3-329th (Information Operations), 1st Brigade, 70th Division, 84th TNG CMD (LR), Milwaukee, WI.

Contact: MAJ Vincent Stoneking, XO, at vincent.stoneking@us.army.mil or 414-535-5724/5708 (WI). LTC Carla Wieggers, BN CDR, at carla.wieggers@us.army.mil or 414-339-1249 (KS)."

CPT Nicoline Jaramillo
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Strategic Effects Highlights

The proponent is taking steps to increase its communication capabilities with the field and is implementing programs that will allow us to discuss best practices, TTP, and lessons learned. We intend to provide a forum for people to voice their concerns about emerging and developing doctrine, share ideas and concepts for future changes and training, and expand the depth of knowledge amongst the FA30 Career Field.

In the coming months look for the newsletter to be published on a bi-monthly basis, seeking to provide continuing information about the initiatives identified in this issue and sharing short essays, responses, and input from the FA 30 Career Field practitioners. Our goal is to not only provide this newsletter, but to develop a blog forum within the Combined Arms Center (CAC) CG Blog site. We will compliment the CAC CG Blog site with a public blog site that will seek to draw input from civilian information practitioners, as well as the military information professionals.

If you have comments, questions, articles, or recommendations please forward them to [USAIOP](#) or call DSN 552-9452.

Recommended Reading List

Information Operations, Insurgency and Related Publications.

1. Army Instituted for Military Assistance , *The Conduct of Antiterrorist Operations in Malaya, 3rd Edition*, Fort Bragg NC, 1958.
2. Charters, David and Glenn P. Hastedt, *Intelligence Analysis & Assessment*, Portland, International Specialized Book Services, 1996.
3. Chrzanowski, E. J., *Active Radar Electronic Countermeasures*, : Artech House Incorporated, 1989.
4. Department of Military Strategy, Planning, and Operations, *Information Operations Primer*, US Army War College, 2006.
5. Emerson, Steven, *American Jihad* Author: ISBN: 0743234359 Publication Info: New York, Simon and Schuster Incorporated, 2002.

Political and Cultural

6. Ajami, Fouad, *The Dream Place of the Arabs: A Generations Odyssey*, New York, Vintage Books, 1998.
7. Ajami, Fouad *The Foreigner's Gift: The Americans, the Arabs, and the Iraqis in Iraq*, New York, Free Press, 2006.
8. Fialka, John, *War by Other Means: Economic Espionage in America* Author W. W. Norton and Company Incorporated, 1999.
9. Gabriel, Ralph A. *Hamilton, Madison, and Jay on the Constitution: Selections from the Federalist Papers*, New York, The Liberal Arts Press, 1954.
10. Galbraith, Peter W. *The End of Iraq: How American Incompetence Created a War Without End*, New York, Simon and Schuster, 2006.
11. Harrison, Lawrence and Huntington, Samuel, *Culture Matters: How Values Shape Human Progress*, New York, Basic Books, 2000.

Periodicals/Online Publications and Through the CARL Library.

12. Associated Press *AP Poll: To Fix Economy, Get Out of Iraq* [On-line], (CBS News, 10 February 2008). Available from <http://www.cbsnews.com>; internet.
13. Bacon, Donald J. *Second World War Deception: Lessons Learned for Today's Joint Planner*, Maxwell AFB, Air Command and Staff College, 1998.
14. Barnett, Laura *Operation Mincemeat*, CASIS Intelligence #35, Fall 1999.

CPT Nicoline Jaramillo
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Your Questions Answered

Question: Who is serving in the proponent and what are their qualifications?

Answer: The proponent is composed by a mix of military, DA Civilians and contractors. All of the division chiefs are FA30 qualified, with at least one operational deployment as FA30s since the beginning of the GWOT. The DA Civilians are graduates of the FA 30 QC. The contractors are performing a variety of tasks. Those performing operational support while we transition to our recently-approved TDA are graduates of the FA30 Qualification Course. Additionally, the contract personnel facilitating the FA30 course have extensive experience in this mission area and underwent a rigorous selection and training program, which culminated with a formal certification. By Jun 09, all personnel involved with the course are scheduled to be DA Civilian or military.

Question: Has the Army officially discarded "information operations" from its lexicon?

Answer: The Army conducts full-spectrum operations in an operational environment (OE) of persistent conflict. Information permeates and, indeed, saturates the OE. This implies that effectively leveraging information is fundamental to all operations and does not form a separate operational category. The intent is to elevate information — an essential element of combat power — to its proper position and to ensure information capabilities are considered as tools in the same commander's kit bag to be arranged in a complimentary and mutually reinforcing manner with all the other tools in the kit bag from inception of an operation through its conclusion.

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. A great deal of research and analysis conducted over the last several years has revealed a natural bifurcation between what might be termed the technical and the cognitive sides of information. This bifurcation is intuitive and is made manifest in a variety of ways. 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. Synergy in an operation comes from a holistic integration of all capabilities available to the commander, mixing and matching them appropriately for the required operational activity through the operations process. Maximum synergy is obtained when all these "tools" are arranged and applied in a manner to produce an effect which is greater than the additive effect they would incur individually or in smaller groupings.

Question: How will you coordinate effectively with the joint force and the other services?

Answer: The primary answer is, of course, that formal coordination with adjacent units and with higher HQs, whether joint, Army, or some other service, has always been and will remain a S-/G-3 function. There are a couple of additional points that might be made:

Informal staff coordination will only be affected superficially by this change. The J-39 will continue to interact with the Army S-/G-7 for issue related to Information Engagement. The joint force's OPSEC program manager will coordinate with the OPSEC officer in the Army HQ as he always has, regardless of whether that Army officer sits in the G/S-7 or in the G/S-3; and so on for all the disparate capabilities and functions categorized as information operations in the Joint HQ.

Still, a detailed examination of the formal processes and linkages to bridge this doctrinal difference will take place as the Army presses forward with the revision of FM 3-13.

Finally, joint doctrine on this subject is itself evolving and we intend to be an integral part of that process, so the superficial difference may be even less than it now appears.

Question: Concerning information engagement, are you saying that public affairs and PSYOP have all just been rolled into information operations?

Answer: Not at all. The task of information engagement as described in FM 3-0 accounts for the fundamental truth that operational success in the modern world is affected by, and sometimes dependent upon, the perceptions, attitudes, beliefs, and behaviors of a variety of publics both within and without any given area of operations (AO). Given that, as the manual puts it, "in an operational environment with pervasive connectivity and media presence, all messages ultimately reach all audiences. Spillover of a message intended for one audience to unintended audiences is inevitable." Information engagement addresses these conditions by tightening the relationship between Army actions and its conscious use of words and images to inform and/or influence the perceptions and behaviors of the various relevant audiences as appropriate. This approach also facilitates the process of ensuring words and images are conceived as a unity with actions on the ground from the inception of an operation through its conclusion.

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

FA 30s,

Next issue look for updates on the developing doctrine and opportunities to participate in concept development. USAIOP Division Chiefs will share the evolving and emerging concepts with the field. We will have updates about the Reserve Component FA30 Qualification Course, information about the Reserve Theater IO Groups, and more information about changing in the Active Component FA30 Qualification Course.

This is your newsletter and a place to share your experience, thoughts, and recommendations. Please send comments and questions to USAIOP.

We look forward to hearing from you, our practitioners and extended family.

Thank you for your dedication, hard work, and professionalism. Each of you is a credit to the career field, to the Army, and to the Nation.

The USAIOP Team



USAIOP's New Home

The U.S. Army Information Proponent has finally relocated to 950 Bluntville Avenue, Building #391, at Fort Leavenworth, KS.

This historical facility has been completely renovated and is now a two-story building housing the USAIOP on the first floor, while the CNO/EW Proponent occupies the second floor. This facility also has a SCIF on the first floor and will be the new home of the FA30 qualification course.



Ribbon Cutting Ceremony for Building 391 on 12 June 2008, Fort Leavenworth, KS

We are excited about the new location and encourage you to stop in for a visit if you find yourself in the Fort Leavenworth area.

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