



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 3210.01C  
14 February 2014

## JOINT INFORMATION OPERATIONS PROPONENT

1. Purpose. This instruction codifies the tasks of the Joint Information Operations (IO) Proponent, as articulated in the Office of the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (OASD(SO/LIC) memorandum for the record titled "Joint Information Operations (IO) Proponent" (reference d).
2. Superseded/Cancellation. This instruction supersedes CJCSI 3210.01B, Change 1, 31 March 2008, "Joint Information Operations Policy," and cancels CJCSM 1630.01, 16 March 2009, "Joint Information Operations Force."
3. Applicability. This instruction applies to the Joint Staff, Services, Combatant Commands (CCMDs), Defense Agencies, and joint and combined activities.
4. Policy. In accordance with Secretary of Defense (SecDef) guidance, the Chairman of the Joint Chiefs of Staff (CJCS) has assigned the Joint Staff Deputy Director for Special Actions and Operations (Joint Staff/J-38) to execute day-to-day responsibilities as the Joint IO Proponent on his behalf. This instruction codifies Joint IO Proponent-directed activities in support of objectives outlined in the 25 January 2011 SecDef memorandum titled "Strategic Communication and Information Operations in the DoD" (reference c) and IO in associated Department of Defense (DoD) directives and instructions.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosure A.

7. Summary of Changes. This instruction:

a. Realigns document content from addressing joint IO policy to codifying the tasks of the Joint IO Proponent.

b. Groups the various Joint IO Proponent activities into three lines of operation: policy and doctrine; planning, operations and assessment; and force development.

c. Divides policy and doctrine tasks into three categories: strategy; policy and doctrine coordination; and joint concept development and experimentation.

d. Divides planning, operations, and assessment into two categories: planning, and operations and assessment.

e. Divides force development into two categories: management, and training and education.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DoD Components (including the CCMDs), other Federal Agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



DAVID L. GOLDFEIN, Lt Gen, USAF  
Director, Joint Staff

Enclosures:

- A—Responsibilities
- B—Policy and Doctrine
- C—Planning, Operations, and Assessment
- D—Joint Information Operations Force Development
- E—Joint Information Operations Graduate-Level Education Competencies
- F—Joint Information Operations Force Requirements
- G—References
- GL—Glossary

TABLE OF CONTENTS

ENCLOSURE	<u>Page</u>
A RESPONSIBILITIES .....	A-1
Overview .....	A-1
Responsibilities .....	A-1
B POLICY AND DOCTRINE .....	B-1
Overview .....	B-1
Policy .....	B-1
Doctrine .....	B-4
C PLANNING, OPERATIONS, AND ASSESSMENT .....	C-1
Overview .....	C-1
Planning .....	C-1
Operations .....	C-3
Assessment.....	C-4
D JOINT INFORMATION OPERATIONS FORCE DEVELOPMENT .....	D-1
Overview .....	D-1
Joint IO Training.....	D-1
Joint IO Education.....	D-3
Joint IO Force Management .....	D-5
JIOF Development.....	D-7
E JOINT INFORMATION OPERATIONS GRADUATE-LEVEL EDUCATION COMPETENCIES .....	E-1
F JOINT INFORMATION OPERATIONS FORCE REQUIREMENTS.....	F-1
G REFERENCES.....	G-1
GLOSSARY .....	GL-1
PART I—ABBREVIATIONS AND ACRONYMS .....	GL-1
PART II—DEFINITIONS .....	GL-5
FIGURES	
Figure C-1. Joint IO Assessment Process.....	C-5
Figure D-1. Joint IO Learning Continuum .....	D-2
Figure D-2. Joint IO Force Management.....	D-6
Figure D-3. Joint IO Force Development Approach .....	D-8
Figure F-1. Joint IO Operations Force Requirements .....	F-1

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ENCLOSURE A  
RESPONSIBILITIES

1. Overview

a. The Department of Defense defines information operations (IO) as the integrated employment during military operations of information-related capabilities (IRCs), in concert with other lines of operation, to influence, disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting our own. To effectively employ IO against an adversary or potential adversary, the Joint Force Commander (JFC) must be supported by a single coordinator acting as the office of primary responsibility (OPR) to lead collaborative development of foundational doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P). For this reason, the Secretary of Defense designated the Chairman of the Joint Chiefs of Staff as the Joint IO Proponent.

b. CJCS authority, as Joint IO Proponent, has been delegated to the Joint Staff Deputy Director for Special Actions and Operations (Joint Staff/J-38). In this capacity, Joint Staff/J-38 exercises day-to-day authority over the collaborative development of foundational joint IO DOTMLPF-P. In accordance with a memorandum of record between the Office of the Under Secretary of Defense for Policy (OUSD(P)) and Joint Staff/J-38 (reference d), the responsibilities of the Joint IO Proponent can be broken down into three areas: policy and doctrine; planning, operations, and assessment; and joint IO force (JIOF) development.

c. The Joint Information Operations Warfare Center (JIOWC), a CJCS controlled activity (CCA), supports the Joint Staff by improving the Department of Defense's ability to meet CCMD information-related requirements, improving development of IRCs and ensuring operational integration and coherence across CCMD and other DoD activities. In this capacity, JIOWC also assists the Joint IO Proponent in execution of the responsibilities outlined in paragraph 2.a. below.

2. Responsibilities

a. Joint Staff/J-38. Joint Staff/J-38 is responsible for Joint IO Proponent tasks related to joint IO policy and doctrine; joint IO planning, operations, and assessment; and JIOF development. These tasks include the following:

- (1) Co-chairing the DoD IO Executive Steering Group (ESG).
- (2) Facilitating collection, development, and sharing of IO lessons learned with other DoD Components and allied partners.

- (3) Developing and disseminating joint IO long-term strategic guidance.
- (4) Providing assistance to the Office of the Under Secretary of Defense for Policy (OUSD(P)) in all aspects of international IO engagement.
- (5) Developing and validating joint IO policy as CJCS memorandums, CJCS instructions (CJCSIs), or CJCS manuals (CJCSMs).
- (6) Exercising oversight responsibility for IO policy execution within the CCMDs and Joint Task Forces (JTFs).
- (7) Ensuring alignment between joint operations and joint IO policy and doctrine.
- (8) Providing oversight for IO acquisition programs of record and technology projects.
- (9) Ensuring linkage of strategic guidance to future joint force capabilities across the DOTMLPF-P spectrum.
- (10) Consulting with DoD Agencies on future initiatives, strategies concepts, and plans.
- (11) Maintaining cognizance of research, developmental, and demonstration activities, as well as DoD Component IO programs and other information-focused programs.
- (12) Ensuring IO is incorporated into joint planning efforts.
- (13) Ensuring joint plans and operations are consistent with joint IO policy, strategy, and doctrine.
- (14) Advocating for inclusion of IO assessment into CCMD and JTF operations and plans.
- (15) Developing, evaluating, prioritizing, and validating joint IO capability gaps and requirements.
- (16) Facilitating and coordinating IRC integration in support of IO among DoD Components.
- (17) Reviewing IO and IRC requirements and shortfalls and recommending improvements to OUSD(P), the Chairman, and the appropriate IRC proponent/owner.
- (18) Providing IO inputs to the Joint Strategic Planning System (JSPS).

(19) Providing enterprise-wide coordination, direction, and oversight to CCMDs and JTFs in order to guide the development, planning, programming, and budgeting of joint IO and IRCs.

(20) Advocating for the inclusion of IO as a traditional military activity (TMA) in coordination with the CJCS Legal Counsel.

(21) Serving as a source of IO expertise to CCMDs and JTFs.

(22) Ensuring Joint IO Assessment Framework (JIOAF) methodologies and processes are included in joint IO guidance, policy, training, education, and doctrine.

(23) Encouraging, where appropriate, adoption of shared or common joint IO assessment practices.

(24) Assessing joint IO readiness in support of the Chairman's Readiness System (CRS).

(25) Analyzing and advocating JIOF structure and requirements.

(26) Identifying and promoting JIOF sufficiency requirements.

(27) In support of the Office of the Under Secretary of Defense for Plans and Readiness, identifying critical IO skills, training, and expertise.

(28) Updating, as required, the Chairman and Secretary of Defense on the progress of developing the JIOF.

(29) Incorporating IO into military joint training and exercises.

(30) Leading the development of IO-specific Joint Mission-Essential Tasks (JMETs) in support of the Joint Mission-Essential Task Lists (JMETLs).

(31) Developing IO JMET updates for incorporation in the Universal Joint Task Lists (UJTLs) and annual training guidance.

(32) Ensuring joint IO education and training are consistent with joint IO strategy, policy, and doctrine.

(33) Coordinating with the Services and CCMDs to develop interoperability standards for the JIOF.

(34) Functioning as the principal review authority for all joint IO training and educational curriculums including the Joint IO Planners Course, IO Graduate-Level Education (IO GLE) programs, Senior Joint IO Applications

Course (SJIOAC), and distance learning courseware (e.g., IO for the Joint Warfighter/Secret Internet Protocol Joint Knowledge On-Line).

(35) Evaluating joint and Service IO training and curriculums, providing recommendations for addressing capability gaps.

b. Joint Information Operations Warfare Center (JIOWC). JIOWC, acting as a CCA in support of the Joint IO Proponent, assists the CCMDs with operationalizing joint IO policy and doctrine within joint IO planning, operations, and assessment, as well as JIOF development. This includes:

(1) Providing IO subject-matter expertise and advice to the Joint Staff, CCMDs, and JTFs for the development of policy and doctrine; planning, operations and assessment; and force development. This includes, but is not limited to:

(a) Developing CJCS/Joint Staff memorandums, CJCSIs, CJCSMs, and joint publications (JPs).

(b) Ensuring IO is incorporated in joint planning efforts.

(c) Ensuring joint plans and operations are consistent with joint IO policy, strategy, and doctrine.

(d) Advocating inclusion of IO assessment in CCMD/JTF operations and plans.

(2) Leading coordination with the CCMDs and JTFs to develop formal processes to compile, assess, and share joint IO lessons learned with other DoD Components, interagency members, and allies.

(3) Facilitating CCMD and Service collaborative efforts to identify and develop joint IO concepts and solutions.

(4) Developing and maintaining a Joint IO Assessment Framework (JIOAF) that measures and reports performance of IRCs supporting joint operations.

(5) Assisting the CCMDs with advocacy for and integration of joint IO requirements into formal joint business processes.

(6) Collaborating with the Joint IO Proponent in developing and codifying force development requirements for the JIOF.

(7) Serving as a permanent member of the DoD IO ESG.

c. Joint Staff. The Joint Staff supports the Chairman as the Joint IO Proponent. Specific substantive responsibilities, as they relate to joint IO, are assigned to the following Joint Staff elements:

(1) Manpower and Personnel Directorate (J-1). Assists the Joint IO Proponent in establishing joint IO manpower management policies and plans for the Joint Staff and all joint/combined activities reporting to or through the proponent.

(2) Directorate for Intelligence (J-2). Assists the Joint IO Proponent by developing IO intelligence integration (IOII) policy, doctrine, processes, principles, and practices to help the joint Intelligence Community support CCMD/JTF IO activities.

(3) Strategic Plans and Policy Directorate (J-5)

(a) Assists the Joint IO Proponent by:

1. Coordinating with the Joint Planning and Execution Community to integrate IO as applicable in joint strategic plans, documents, and studies.

2. Performing analysis on the impact of IO as part of strategic and military risk assessments.

(b) Serves as a permanent member of the DoD IO ESG.

(4) Command, Control, Communications, and Computers/Cyber Directorate (J-6)

(a) Provides the Joint IO Proponent with advice and recommendations on protecting joint and multinational communications systems from adversary and potential adversary activities.

(b) Ensures Mission Partner Environment (MPE) plans and procedures have been integrated with IO in accordance with appropriate IO policy and doctrine.

(5) Joint Force Development Directorate (J-7)

(a) Assists the Joint IO Proponent and advances IO through a coherent approach to Joint Force development (concepts, doctrine, analysis, operational and capabilities training, education, realistic joint exercise environments, and lessons learned), in order to develop joint IO doctrine compatible with joint operations doctrine.

(b) Serves as a member of the DoD IO ESG.

(6) Force Structure, Resources, and Assessment Directorate (J-8).

Assists the Joint IO Proponent in developing and evaluating JIOF structure, acquisition, science and technology, research and development, budget requirements, and plans and programs.

(7) Office of the Chairman of the Joint Chiefs of Staff Legal Counsel (OCJCS/LC)

(a) Provides legal advice to the Joint IO Proponent in support of joint IO policy development; joint tactics, techniques, and procedures (TTPs); and rules of engagement (ROE) implementation.

(b) Reviews legal sufficiency of joint IO plans for the Joint IO Proponent prior to their submission for execution approval.

(8) OCJCS Special Assistant for Public Affairs (OCJCS/PA)

(a) Coordinates with the Joint IO Proponent to ensure that Joint Staff and DoD IO and PA policies are complementary.

(b) Collaborates with the Joint IO Proponent to ensure that Joint Staff and DoD IO and PA activities are coordinated.

d. Services. Service contributions are critical to the successful integrated employment of IRCs in joint operations. Because Service personnel make up the majority of the JIOF and since Service IO doctrine must be compatible with joint IO doctrine, it is essential that the Services and the Joint IO Proponent work closely in all aspects of DOTMLPF-P. Specific Service responsibilities with regard to joint IO include:

(1) Conducting research, development, testing, and evaluation, along with IRC procurements to satisfy validated joint IO requirements.

(2) Collaborating through the Joint IO Proponent with other Services and Combat Support Agencies (CSAs) in order to minimize duplication of effort during development of IRC applications that can be employed to support IO.

(3) Incorporating joint IO policy and doctrine into Professional Military Education (PME) curriculums and appropriate training venues.

(4) Developing Service IO policy, doctrine, and tactics that complement joint IO policy and doctrine.

(5) Organizing, training, and equipping forces to support CCMD IO objectives through appropriate Service Component commands.

e. CCMDs. CCMDs constitute the execution mechanism of joint IO employment. In this capacity, their responsibilities include:

(1) Conducting and assessing peacetime IO in support of national goals and objectives in accordance with guidance contained in the Joint Strategic Capabilities Plan (JSCP), Guidance for Employment of the Force (GEF), the JIOAF, and other guidance provided by the Joint IO Proponent.

(2) Integrating IO into theater and functional strategies, as well as campaign, contingency, and crisis action plans, in accordance with appropriate joint IO policy and doctrine.

(3) Developing processes within the CCMD and JTF staffs, effectively integrating the employment of IRCs and activities to support joint IO.

(4) Incorporating IO TTPs into exercises using the Combatant Commander (CCDR) JMETL.

(5) Developing, maintaining, and prioritizing joint IO requirements.

(6) Developing intelligence requirements as part of CCMD IOII activities.

(7) Identifying support requirements to the Joint IO Proponent for joint IO training, exercise, and modeling and simulation (M&S).

(8) Capturing IO lessons learned from joint after-action reviews and submitting them to Joint Staff/J-7 through the Joint IO Proponent.

(9) Incorporating IO employment into flexible deterrent options (i.e., shows of force and military exercises).

(10) Submitting IO plans for OCJCS LC review, prior to approval.

(11) Identifying Joint Duty Assignment List (JDAL) billets (including general/flag officer (GO/FO) positions) and other joint positions that must meet JIOF standards, as articulated in guidance provided by the Joint IO Proponent.

(12) Evaluating and reporting in the Defense Readiness Reporting System (DRRS) the readiness of the JIOF to accomplish assigned missions.

(13) Assessing and reporting in the Joint Training Information Management System (JTIMS) joint training events.

(14) Incorporating IO employment into CCMD-directed targeting processes; conducting joint intelligence preparation of the operational environment (JOPE); and providing functional command requirements, as needed, for support to activities within Geographic CCMD (GCC) boundaries.

(15) Incorporating innovative IO TTP, IO best practices, and lessons learned into exercises, M&S, and training events using the JMETL process.

(16) In the case of GCCs, coordinating with U.S. embassies in host countries to ensure all country teams understand GCC objectives and actions and that their communications efforts are appropriately reinforced.

f. Professional Military Education (PME) Institutions. PME institutions are responsible for IO-focused education for members of the general military population and the JIOF. PME institutions with this function (and their respective responsibilities) include the following:

(1) National Defense University (NDU)

(a) Ensures consistency between the JIOF and PME curriculums by coordinating course content with the Joint IO Proponent as well as the Service PME institutions and Naval Postgraduate School (NPS).

(b) Develops, manages, and conducts the Joint IO Orientation Course (JIOOC) and the Joint IO Planners Course (JIOPC) at the Joint Forces Staff College (JFSC).

(c) Develops, manages, and conducts a joint curriculum, IO GLE program.

(2) Naval Postgraduate School (NPS)

(a) Ensures consistency between the JIOF and PME curriculums by coordinating course content with the Joint IO Proponent, Service PME institutions, and NDU.

(b) Develops, manages, and instructs a joint curriculum, IO GLE program.

(c) Functions as the DoD IO Center of Excellence.

(3) Air University (AU)

(a) Develops, manages, and instructs (under the oversight of the Joint IO Proponent) the SJIOAC.

(b) Ensures consistency between the JIOF and PME curriculums by coordinating course content with the Joint IO Proponent, the Service PME institutions, and NPS.

g. Defense Agencies. Defense Agencies are also key contributors to effective IO employment as part of joint operations. Specific agencies and their joint IO responsibilities include:

(1) Director, National Security Agency (NSA). Advises the Joint IO Proponent on signals intelligence, cyber security, and interagency operations security (OPSEC) training.

(2) Director, Defense Intelligence Agency (DIA). Advises the Joint IO Proponent on all matters concerning all-source IOII including the following: managing Defense Intelligence Community (IC) collection management and production supporting IOII; assisting CCMDs with the development of command intelligence architecture planning programs that facilitate IOII, in accordance with guidance provided by the Joint IO Proponent; providing, in conjunction with appropriate members of the IC and the Defense Information Systems Agency (DISA), indications and warning of foreign adversary or potential adversary IO employment.

(3) Director, Defense Information Systems Agency (DISA). Provides the Joint IO Proponent with advice and recommendations on automated information systems and information assurance.

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## ENCLOSURE B

### POLICY AND DOCTRINE

#### 1. Overview

a. Policy and doctrine, while closely related, are fundamentally different and designed to meet different requirements. According to CJCSI 5120.02, “Joint Doctrine Development System (JDDS),” policy directs, assigns tasks, prescribes desired capabilities, and provides guidance for ensuring the Armed Forces of the United States are prepared to perform their required roles. Doctrine is designed to enhance the operational effectiveness of the Armed Forces by providing authoritative guidance and standardized terminology to topics relevant to the employment of military forces.

b. When considering joint IO policy and doctrine, most Joint IO Proponent activities focus on DOTMLPF-P. Hence, the effective development and implementation of joint IO policy require close coordination between the Joint IO Proponent and the Joint Staff directorates that manage joint DOTMLPF-P planning and processes. Coordination and feedback between the Joint IO Proponent, Office of the Secretary of Defense (OSD), Service headquarters, and the CCMDs/JTFs is essential to ensure the Armed Forces are prepared to operate effectively and efficiently in an ever-changing information environment (IE).

c. For purposes of this instruction, joint IO policy will be broken down into five topical areas: executive, allied/Coalition, lessons learned/best practices, acquisition and technological, and joint concept development and capabilities analysis. In the case of doctrine, the breakdown is divided between joint and allied/Coalition.

#### 2. Policy

a. IO Executive Steering Group (ESG). The IO ESG serves as the primary forum within the Department of Defense to discuss, coordinate, resolve, and deconflict IO issues among the DoD components. The Joint IO Proponent co-chairs the IO ESG (sharing the duties with the Senior Director, OUSD(P) IO Directorate). Other Joint Staff members of this forum include the Deputy Director for Trans-Regional Policy, Joint Staff/J-5; the Vice Director for Joint Force Development, Joint Staff/J-7; and the Director, JIOWC. Together, these members of the Joint Staff will represent the interests of CCMDs and JTFs on the ESG, providing executive-level guidance related to joint IO DOTMLPF-P. Principal policy pronouncements by the IO ESG will consider the following general guidance:

(1) Integrated application of IRCs will not be directed at or intended to manipulate U.S. citizens, their public actions, or opinions and shall be conducted in accordance with all applicable U.S. codes, statutes, and laws.

(2) IO employment in which the U.S. Government (USG) role is not intended to be apparent or acknowledged publicly must meet three criteria: It must be (1) conducted by U.S. military personnel; (2) under the direction of a U.S. military commander; and (3) preceding or related to hostilities, where the overall U.S. role in the operation is apparent or publicly acknowledged.

(3) IO will be integrated with other USG programs and activities and, as practicable, with those of allied nations and Coalition partners, in order to contribute to the achievement of national/allied/Coalition objectives.

b. Allied/Coalition. Allied/Coalition IO policy primarily concentrates on actions related to the North Atlantic Treaty Organization (NATO) Military Committee (MC), as well as policy matters under the auspices of the Information Operations Quadrilateral Memorandum of Arrangement (IO QUADRILAT MOA). Specific policy guidance in these areas includes:

(1) Designation of the Joint Staff/J-38 (i.e., the Joint IO Proponent) as USG representative to the NATO MC Working Group (Operations) in Information Operations (MCWG (OPS) INFO OPS), which will provide the USG perspective on:

(a) All aspects of Alliance IO planning, particularly with regard to resource requirements, objectives, and audiences

(b) IO-related crisis response measures

(c) NATO IO policy and doctrine

(d) Proposals for IO force standards and capabilities

(e) IO training guidance

(f) IO requirements for operations and exercises/training

(2) As outlined in the IO QUADRILAT MOA, Joint Staff/J-38 is a USG representative to the IO QUADRILAT Senior Steering Group (SSG). In this capacity, Joint Staff/J-38 works with the IO QUADRILAT partners to:

(a) Develop mutually supportive policy, strategy, doctrine, and operations.

(b) Enhance training, education, and exercise involvement of IO participant defense personnel.

(c) Identify common issues associated with IO through combined operations and exercises at the policy, strategy, and operational levels of IO participants' respective military organizations.

(d) Combine and synergize IO activities to mitigate and respond to the effects of an attack or intrusion, enabling the IO participants' forces to accomplish their assigned missions.

(e) Facilitate interoperability, when required, to promote effectiveness of combined operations.

(f) Advocate and provide procedures for CCMDs to inform the establishment and revision of IO policy and implementation procedures.

c. Lessons Learned/Best Practices. Facilitating the development and sharing of IO lessons learned and best practices are two of the most critical responsibilities assigned to the Joint IO Proponent. Two important mechanisms used to fulfill these responsibilities are the Joint Lessons Learned Program (JLLP) and the sharing of best practices.

(1) Lessons Learned. The JLLP is a Joint Staff/J-7-guided knowledge management program. Its purpose is to enhance joint capabilities through discovery, validation, integration, evaluation, and dissemination of lessons learned during joint operations, training events, exercises, experiments, and other DoD activities. The JLLP supports a wide range of consumers including the Joint Staff, CCMDs, Service headquarters, CSAs, and other Defense constituents. Observations, issues, recommendations, and lessons learned all directly contribute to improving joint IO employment. The CCMDs, Service Components, and CSAs are responsible for providing and maintaining IO-related inputs, to the JLLP. For their part, CCMD IO staff elements will interface with their CCMD-designated JLLP point of contact to ensure IO-related inputs are included in CCMD submissions. **Note:** For more information, refer to CJCSI 3105.25E, "Joint Lessons Learned Program."

(2) Best Practices. The Joint IO Proponent contributes to enhancing joint IRC contributions to IO by facilitating the sharing of best practices. The proponent uses a variety of mechanisms to carry out this responsibility, including the IO Best Practices Community of Practice (CoP), the Best Practice Portal, and virtual information exchanges. CCMD/JTF IO staff elements will use any, or all, of these mechanisms to disseminate IO-related best practices across the joint IO community. For its part, the JIOWC, on behalf of the Joint IO Proponent, will consolidate and assess these best practices in order to determine if any general doctrinal principles emerge. Such principles will be recommended for incorporation into joint IO doctrinal publications (e.g., JP 3-13) as deemed appropriate by the Joint IO Proponent.

d. Acquisition and Technological

(1) Acquisition. In order to satisfy its oversight responsibilities for acquisition and technological policy, the Joint IO Proponent will ensure that IO subject-matter expert (SME) knowledge is provided to acquisition authorities responsible for translating capability needs into affordable acquisition programs. This expertise will be provided directly to staff elements within the Joint Staff who exercise responsibility for IRC programs. As a result of this support, these staff elements will be better able to provide representatives to applicable acquisition program management boards and steering groups.

(2) Technological. As with acquisition, the Joint IO Proponent inputs to technological policy will be provided via IO SMEs. In technological IO policy development, the IO SMEs will interface directly with the Joint Staff/J-8, which leads reviews of CCMD science and technology integrated priority list submissions and also articulates research and development requirements and priorities for incorporation into joint warfighting science and technology plans.

e. Joint Concept Development (JCD)

(1) The Joint IO Proponent role in planning for and developing the JIOF occurs within the Joint Concept Development Governance System. This program, managed by the Joint Staff/J-7 and the Joint Staff/J-8 on behalf of the Chairman, directs a comprehensive approach to realize the future joint force through the development of non-materiel and materiel solutions, respectively, guided by approved and validated joint concepts.

(2) As in the case of acquisition and technological policy, IO SMEs play a pivotal role in IO JCD policy development. In this case, the Joint IO Proponent will designate IO SMEs to provide support to the Joint Staff/J-7-managed Capstone Concept for Joint Operations document development process. In addition, the Joint IO Proponent will encourage CCMD IO staff elements to coordinate with their respective CCMD organizations responsible for responding to annual Joint Staff data calls for JCD proposals. **Note:** For additional information, refer to CJCSI 3010.02C, "Joint Concept Development."

3. Doctrine

a. Joint IO Doctrine

(1) Joint IO doctrine consists of authoritative, fundamental principles requiring judgment in application that guide the employment of U.S. Forces in action toward a common objective. While joint doctrine always provides considerations for the Joint Force Commander (JFC) when coordinating with the other instruments of national power, this is especially true in the case of joint IO doctrine. Given its task to integrate a wide variety of IRCs, which are

controlled by a wide range of capability providers (e.g., Department of Defense, Department of State, and the IC), joint IO doctrine represents the best way to work toward a common objective, while minimizing the effects of information fratricide on the instruments of national power.

(2) As authoritative guidance, JFCs are expected to adhere to joint IO doctrine, except when in their judgment, exceptional circumstances dictate otherwise. For this reason, joint IO doctrine takes precedence over Service component IO doctrine.

(3) Responsibility for substantive content of joint IO doctrine resides with the Joint IO Proponent. Working in coordination with Joint Staff/J-7, which manages production of all joint doctrine within the Joint Doctrine Development System, the Joint IO Proponent will function as the Joint Doctrine Sponsor (JSDS) for JP 3-13, "Information Operations," and all other IO-related JPs. The Joint Staff/J-7, in consultation with the Joint IO Proponent, will assign a Lead Agent (LA) for each IO JP, monitor JP development for contentious issues, determine Joint Staff staffing requirements for joint IO doctrinal publications in development or revision, and meet all milestones identified in the program directive for each joint IO doctrinal publication.

b. NATO IO Doctrine

(1) The Joint IO Proponent supports the development of NATO IO doctrine including Allied Joint Publication (AJP)-3.10, "Allied Doctrine for Information Operations." In the case of NATO IO doctrine, the Joint Staff/J-7 functions as the JSDS, with the Joint IO Proponent serving as the LA. As the LA, the Joint IO Proponent will serve as a member of the AJP-3.10 Custodial Working Group, ensuring that all drafts of the AJP, developed under the cognizance of the NATO Military Committee Joint Standardization Board, are forwarded to Joint Staff/J-7 in a timely manner.

(2) The Joint IO Proponent will also be responsible for staffing the AJP to the Service headquarters, Joint Staff, and U.S. European Command and other CCMDs, as appropriate. Working with the Joint Staff/J-7, the Joint IO Proponent will create and adjudicate a consolidated comment matrix that will become the U.S. position.

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## ENCLOSURE C

### PLANNING, OPERATIONS, AND ASSESSMENT

#### 1. Overview

a. Successful employment of joint IO requires more than integration of IRCs to affect adversary or potential adversary decision making. It requires a comprehensive approach that addresses planning, operations, and assessment. In this context, joint military planning can be divided into strategic, operations, and force planning components. Strategic planning is one of the primary means by which the Chairman and CCMDs carry out statutory responsibilities to assist the President and the Secretary of Defense, through the provision of national-level guidance to U.S. Forces. In contrast, force planning is associated with the establishment and maintenance of military capabilities, rather than direction of how those capabilities will be applied.

b. IO takes place in all phases of military operations, in concert with other lines of operation and effort. The Joint IO Proponent considers IO employment by CCMDs and JTFs to be appropriate across the full range of military activities, from shaping (Phase 0) through enabling of civil authority (Phase 5). For this reason, the Joint IO Proponent advocates that the CCMDs and JTFs will conduct joint IO planning in all phases of joint operations, consistent with domestic and international law, including the law of armed conflict.

c. Joint IO assessments are functional analyses evaluating the performance and effectiveness of integrated IRC employment in support of military joint operations. Integrated into all phases of planning and execution, joint IO assessment provides feedback in the planning process to adjust IO during execution and opportunities for decision-makers to identify shortfalls and policy and resource issues impeding joint IO effectiveness. Joint IO assessment can also provide relevant information to support return on investment decisions.

#### 2. Planning

a. Joint IO planning can be divided into three components: strategic, operations, and assessment. Overall strategic planning is the responsibility of the Joint Staff/J-5, but the Joint IO Proponent will provide the Joint Staff/J-5 with IO SME in support of statutory responsibilities identified in U.S. codes. The primary vehicle for providing this expertise will be the Joint Strategic Planning System (JSPS).

b. The JSPS is the primary system by which the Chairman, in coordination with the other members of the Joint Staff and CCMDs, conducts deliberate planning and provides military advice to the President and Secretary of

Defense. To accomplish this objective, the JSPS produces a variety of products that include the National Military Strategy (NMS), JSCP, GEF, and the Comprehensive Joint Assessment (CJA). The Joint IO Proponent contributes to all these products, but its most significant contribution is to the CJA.

c. The CJA focuses on the CCMDs' ability to execute high-priority mission areas and respond to potential near-term strategic events. It provides CCMDs the opportunity to propose ideas for joint experimentation and operations concepts. In conjunction with CCMD Integrated Priority Lists, the CJA identifies critical capability gaps. In accordance with its responsibility as the IO SME to the JSPS, the Joint IO Proponent will review CCMD responses to the CJAs, specifically concentrating on IO- and IOII-relevant issues, opportunities, challenges, and requirements.

d. Besides contributing to the JSPS, the Joint IO Proponent is also a major participant in the DoD Quadrennial Defense Review (QDR). Closely related to the JSPS, the QDR is a study, conducted within the Department of Defense every 4 years, to assess the ability of the U.S. military to successfully execute its missions at a low-to-moderate level of risk, within the forecasted budget plan. Somewhat analogous to its role with Joint Staff/J-5 in the JSPS, the Joint IO Proponent provides IO subject-matter expertise to the Joint Staff/J-8 during the QDR process.

e. Under its responsibility for force planning, the Joint IO Proponent directly supports Functional Capability Boards as part of the Joint Requirement Oversight Council (JROC) process. In this capacity, the Joint IO Proponent provides IO SMEs to assist with the development, evaluation, validation, and prioritization of IRCs that can be integrated to affect adversary or potential adversary decision making.

f. In addition to participating in the JROC process, the Joint IO Proponent provides subject-matter expertise to the Joint Staff/J-8 in support of the Planning, Programming, Budgeting, and Execution (PPBE) process and the Joint Capabilities Integration and Development System (JCIDS). Functioning in this capacity, the Joint IO Proponent will become familiar with program objective memorandum (POM) funding for both IO and IRC activities and programs. In the case of IO, this familiarity will allow the proponent to comprehensively evaluate IO funding in the POM and identify potential disconnects between CCMD requirements and capabilities. Because IRCs can be used for a variety of purposes besides IO, Joint IO Proponent participation in IRC-related portions of the PPBE process should be limited to areas where the IRCs will be used to contribute to IO-related objectives or potential IO shortfalls due to insufficient funding of contributing IRCs. The proponent's JCIDS-related responsibilities include the development, evaluation, validation, and prioritization of IRCs, which can be integrated to support IO. These responsibilities are executed by participating in the development, staffing, and

validation of selected IRC capability-based assessments; initial capability documents; joint urgent operational needs; and DOTMLPF-P change recommendations.

g. Another component of IO force planning relates to the Chairman's Readiness System (CRS). The CRS was designed to provide commanders with a standardized framework to report unit readiness and conduct strategic readiness assessments. To ensure the JFCs have adequate IO assets to meet their assigned responsibilities, the Joint IO Proponent will review unit inputs to the DRRS and participate in the Joint Staff/J-3-led Joint Combat Capability Assessment process. CCMD and JTF IO staff involvement in readiness reporting is also critical to the successful execution of IO force planning. For this reason, the Joint IO Proponent expects their participation in the CRS process.

### 3. Operations

a. Support to operations constitutes the primary function of joint IO at the CCMD and JTF levels. In executing this function, IO is responsible for integrating IRCs in time and across domains, echelons, geographic boundaries, and organizations in such a way that the effect on an adversary or potential adversary decision maker will lead to a desired outcome. IO-focused operations planning occurs within a structured and logical process that includes mission analysis; developing, analyzing, and comparing alternative courses of action (COAs); and selecting the best COA and producing an operations/contingency plan or order.

b. Also an important part of joint IO planning is operational design, which complements and supports the planning process outlined above. It helps JFCs, as well as their staffs, think through the challenges of understanding the operational environment and, along with operational design and planning, helps ensure that ends/ways/means/risks questions appropriately structure campaigns and operations.

c. Closely related to planning and operational design is information operations intelligence integration (IOII). IOII employs analytic methods to characterize and forecast the IE, identify vulnerabilities, determine effects, and assess the IE. Analytic methods include socio-cultural analysis (SCA) and human-terrain mapping (HTM). SCA contributes to IOII by analyzing societies, populations, and other groups of people. This analysis includes activities, relationships, and perspectives across time and space. For its part, HTM integrates geo-referenced social, cultural, political, economic, infrastructure data, and elements of the IE into all-source analysis of the area of operations (AO). While CCMDs and JTFs are encouraged to use their internal assets to conduct SCA and HTM in support of IO employment, the Joint IO Proponent recognizes that they will not always satisfy all such requirements on their own.

That being the case, the Joint IO Proponent expects the JIOWC to provide reachback support in SCA and HTM to the CCMDs and JTFs when they are unable to conduct this analysis organically.

d. Based on the importance of IOII in the process outlined above, it is essential that the operations and intelligence communities work in an integrated fashion to deliver IO in the most timely and resource efficient manner possible. When the CCMDs/JTFs conduct military operations, the Joint IO Proponent expects their respective IO elements to ensure that IOII and IO assessment methods are fully integrated and that they are fully compliant with joint IO policy guidance contained in this CJCSI.

#### 4. Assessment

a. Assessment is a continuous process that measures the overall effectiveness of employing Joint Force capabilities during military operations. It involves determination of the current situation and progress of joint operations toward mission accomplishment. Assessing joint IO is considerably more complex given the nonkinetic nature of many IRCs, which, in turn, complicates production of verifiable measures of effectiveness (MOE). Given the fact that IO effects principally occur within the informational and cognitive dimensions of the IE, production and collection of MOE can pose significant challenges. Despite such challenges, joint IO assessment must be conducted and integrated throughout planning and execution of the other TMAs. This integrated approach to assessment provides the JFC a more complete picture of the joint operations' effect on adversary or potential adversary decision makers.

b. To meet the challenge highlighted above, JIOWC has developed the Joint IO Assessment Framework (JIOAF). Applicable to operational and tactical levels, the JIOAF establishes a basic conceptual structure for assessing joint IRC integration. This structure is based on eight steps, beginning with characterization of the IE and ending with a report to the JFC of IO assessment results and recommendations (refer to Figure C-1).

<b>Step 1</b>	<b>Characterize the Information Environment</b>
<b>Step 2</b>	<b>Integrate IO Assessment into Plans</b>
<b>Step 3</b>	<b>Develop IO Assessment Information Requirements and Collection Plans</b>
<b>Step 4</b>	<b>Build IO Assessment Baseline</b>
<b>Step 5</b>	<b>Execute IO and Intelligence, Surveillance, and Reconnaissance Activities</b>
<b>Step 6</b>	<b>Monitor and Collect Data for IO Assessment</b>
<b>Step 7</b>	<b>Analyze IO Assessment Data</b>
<b>Step 8</b>	<b>Report IO Assessment Results and Recommendations</b>

Figure C-1. Joint IO Assessment Process

c. Because the JIOAF is applicable at both the operational and tactical levels and assesses broader implications for IO programs and activities that support JFC and USG objectives, the Joint IO Proponent has designated it as the interim joint IO assessment methodology. For this reason, CCMDs and JTFs shall use the 1 October 2012 version of the JIOAF publication as the interim baseline document for conducting joint IO assessments until the final framework is promulgated.

d. While primarily designed to assist JFCs in assessing effects of IO on adversaries and potential adversaries, the JIOAF can also be used as a tool to assist IO program/activity resource allocation in support of the PPBE process. Such use is consistent with guidance provided in paragraph 2.f. of this enclosure. For this reason, the Joint IO Proponent will use the JIOAF to evaluate IO program/activity resource allocation as part of the PPBE process.

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## ENCLOSURE D

### JOINT INFORMATION OPERATIONS FORCE DEVELOPMENT

#### 1. Overview

a. The Joint Information Operations Force (JIOF) consists of IO units and staff elements within the Joint Staff, CCMD, and JTF/JFC headquarters population of commissioned officers in grades O-4 through O-9 and non-commissioned officers (NCOs) in grades E-6 through E-9 drawn from the Active and Reserve Components, as well as DoD civilians, who conduct IO.

b. JIOF development is focused on producing a trained, educated, and adaptable IO force responsive to current and future joint operations requirements. For management purposes, the Joint IO Proponent has divided JIOF development into joint IO training, IO education, and IO force management.

c. To execute the functions outlined above, the Joint IO Proponent works with the Joint Staff/J-7, utilizing the Joint Training System (JTS) and PME institutions, to ensure the JIOF receives the training and education prescribed in this enclosure. The Joint IO Proponent also works closely with Joint Staff/J-1 to ensure that Joint Table of Distribution (JTD) and Joint Manpower Document (JMD) IO-related requirements are included in the electronic Joint Manpower and Personnel System (eJMAPS) and, ultimately, the Service Component personnel requisition, manpower, and systems.

#### 2. Joint IO Training

a. The JIOF must be trained to conduct a wide range of missions within a complex and uncertain national security environment. This being the case, joint IO training is designed, executed, and assessed within the Joint Training System (JTS). A foundational component of the JTS is the Joint Learning Continuum, which constitutes a coordinated progression of integrated and disciplined processes and events that qualify DoD personnel to defined performance standards, through education, training, self-development, and experience.

b. When applying the Joint Learning Continuum to the process of JIOF training, an approach that leverages knowledge, skills, and abilities/attributes (KSAs) is used (see Figure D-1). The Joint IO Task List (JIOTL) is derived from the Joint Staff UJTL, CCMD JMETs, and commissioned studies (e.g., the 2012 Joint Staff/J-7 KSA Study and other analyses (e.g., IOFD Summit 2013)). KSAs are mapped to the tasks in the JIOTL, and both JIOTL and associated KSAs will be periodically validated and/or updated. Utilizing this method, joint IO training provides the means for members of the JIOF to progress from

learning to performing, utilizing a variety of techniques ranging from individual to collective.

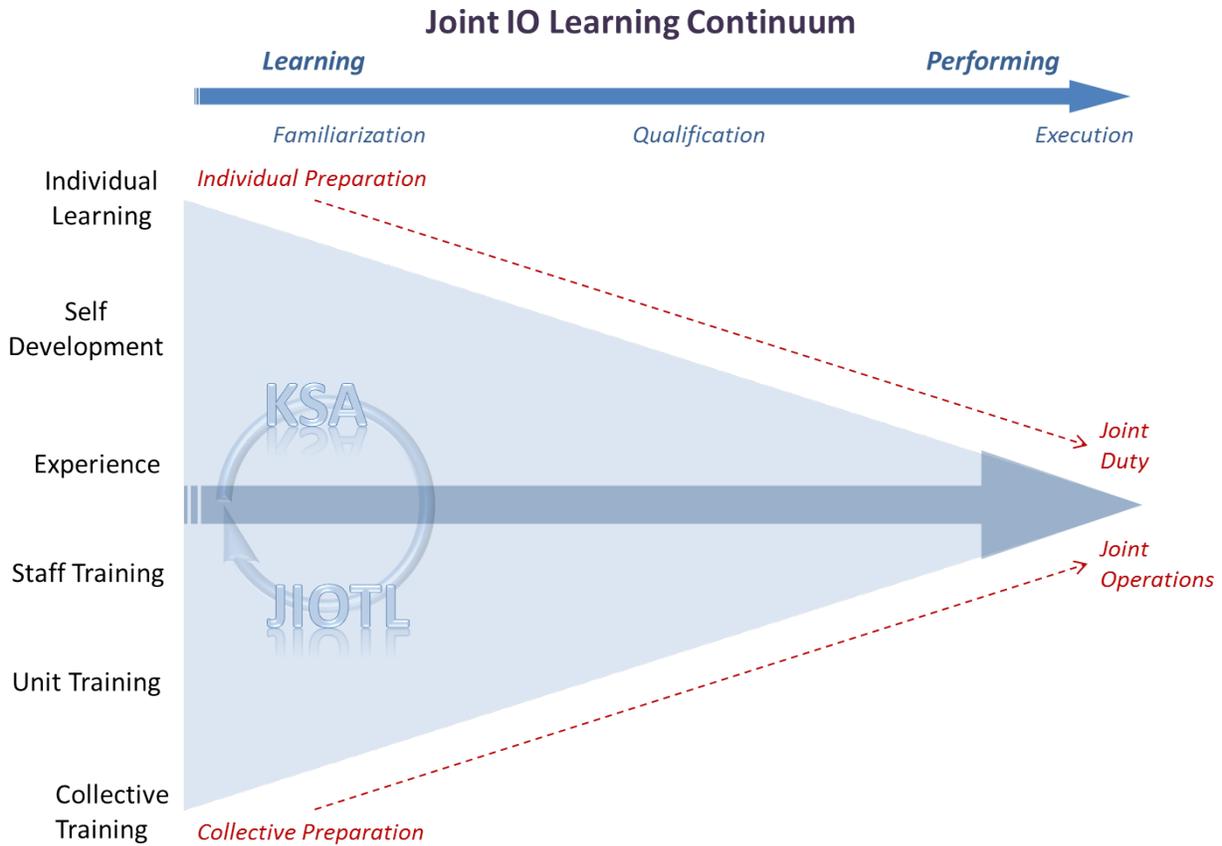


Figure D-1. Joint IO Learning Continuum

c. A wide range of individual training courses is available to members of the JIOF. These include the Joint Information Operations Planner's Course (JIOPC), along with on-line training (e.g., IO for the Joint Warfighter, scenarios training, etc.), and other information-related courses (training catalogs are available on the All Partners Access Network (APAN) Training Portal). While individual training requirements will vary depending on the JTD or JMD billet, all members of the JIOF will complete the JIOPC joint certified course. This course provides students with the training (and education) required to plan, integrate, and synchronize IRCs into joint operational-level plans and orders.

d. Completion of JIOPC is a prerequisite for assignment to any JIOF billet contained in a Joint Staff CCMD JTD/JTMD or JTF JMD, and each Service headquarters will ensure this requirement is strictly observed.

e. JIOF members are encouraged to participate in a wide variety of information-related training for purposes of self-development. NPS, the NATO School at Oberammergau, and the Service Components all offer a wide range of information-related courses to JIOF members.

f. In addition to JIOPC, on-the-job experience is a critical component of JIOF training. To ensure that JIOF members fully understand the implications of joint IO employment on the Services, the Joint IO Proponent recommends that members of the JIOF complete a Service-level equivalent of JIOPC and have a minimum of 2 years of experience in IO within their Service.

g. Along with individual learning, collective training plays a key role in the professional development of JIOF members. CCMDs/JTFs are the key contributors to this staff-focused training (for JTFs, unit-focused training). For this reason, the Joint IO Proponent requires that all CCMDs develop a formal IO staff training program for newly assigned members of the JIOF. This training will concentrate on CCMD-unique KSAs and tasks that members of the JIOF must possess and builds on the instruction these individuals received during their JIOPC training.

h. Exercises also serve to improve the readiness of individuals, staffs, and units to conduct joint operations. CCMDs are responsible for developing, updating, publishing, and executing annual joint IO training plans and schedules. These may be augmented with more detailed Command Training Guidance. The Joint IO Proponent expects CCMD IO staff elements to work with their J-7 counterparts to ensure IO is incorporated into CCMD exercises and other joint training events. The Joint IO Proponent, in concert with the Joint Staff/J-7, will also conduct an annual assessment of the effectiveness of joint IO training, describing training trends and disseminating community-wide issues, requirements, and joint training event best practices and lessons learned.

### 3. Joint IO Education

a. Complementing joint IO training is joint IO education. Joint IO education is considered by the Joint IO Proponent to be a component of Joint Professional Military Education (JPME). As such, it applies to both the JIOF and the general military population. For this reason, joint IO-related content is included in intermediate (O-4), senior (O-5 through O-6), and GO/FO (O-7 through O-9) programs and is also included as part of senior NCO JPME. Each JPME program has designated IO learning areas and objectives, which are approved by the Joint IO Proponent. The learning areas and objectives for each program can be found in CJCSI 1800.01, "Officer Professional Military Education Program (OPMEP)."

b. The Joint IO Proponent, as the principal review authority for joint IO education; the Joint Staff/J-7, as the JPME program manager; and the PME institutions are responsible for managing feedback mechanisms and updating the content of IO curricula. The proponent contributes to feedback and curricula updates through a variety of means that include participating in JPME faculty conferences and supporting the Military Education Coordinating Council and its working group. The Joint IO Proponent will also propose, as applicable, PME special areas of emphasis for consideration by the Military Education Coordinating Council Working Group.

c. Like the joint IO learning areas and objectives found in the OPMEP, there is also a codified set of joint IO educational competencies that is validated and approved by the Joint IO Proponent. These joint IO educational competencies (see Enclosure E) are used by accredited IO GLE institutions to designate members of the JIOF who have successfully completed IO GLE. The Joint IO Proponent, in coordination with the Joint Staff/J-7, reviews all institutions seeking authority to identify students who have successfully demonstrated IO GLE competencies. At present, there are only two institutions with Joint IO Proponent-approved IO GLE programs:

(1) NDU

(2) NPS

d. IO GLE is an advanced program of study for selected members of the JIOF and is designed to provide OSD, the Joint Staff, and the CCMDs with a cadre of academically educated professionals who are prepared to provide IO-related policy expertise at the strategic and strategic-operational levels. Due to the criticality and limited number of IO GLE personnel, the Joint IO Proponent recommends that the Joint Staff and CCMDs identify and nominate individual JTD billets for IO GLE designation. Upon receipt of these nominations, the Joint IO Proponent will review each position for validation. Once validated, these individual positions will be designated billets requiring IO GLE in each respective JTD.

e. GO/FO-level JPME is provided through SJIOAC offered at Maxwell AFB, AL. SJIOAC is a 1-week course offered twice a year and is designed to provide selected GO/FO and senior executive civilians an opportunity to develop and apply IO planning and execution skills to enable their CCMDs to affect adversary or potential adversary decision makers. Through a combination of lecture, panel discussion, and practical applications exercises, SJIOAC students are exposed to a wide variety of IRCs and the means by which they are integrated to achieve desired effects.

f. Under the authority of this instruction, the Joint IO Proponent, in conjunction with AU, exercises oversight authority for SJIOAC course content

and management. In addition to this authority, the Joint IO Proponent categorizes GO/FO SJIOAC attendance based on the following priorities:

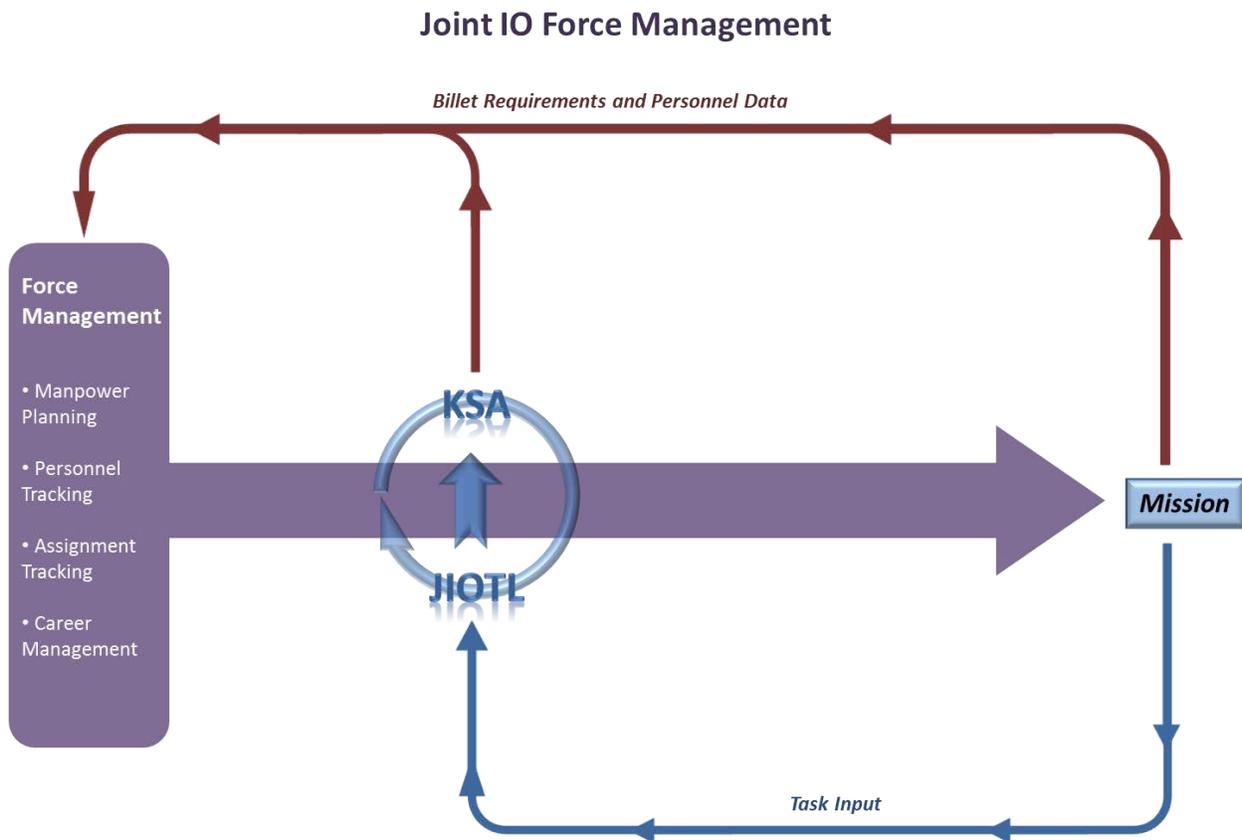
- (1) CCMD or JTF
- (2) CCMD Service Component
- (3) OSD or Joint Staff
- (4) Service Department or headquarters

In addition to the priorities identified above, preference for SJIOAC attendance will be given to GO/FO personnel assigned to the Joint Staff or CCMDs/JTFs who directly supervise IO or other information-related staff elements. Based on this guidance, the Joint IO Proponent strongly encourages the incoming Joint Staff/J-38 and CCMD Deputy J-3s to complete SJIOAC before assuming their respective joint duty assignments.

#### 4. Joint IO Force Management

a. The Joint IO Proponent is responsible for analyzing and advocating JIOF design and operational needs, as well as identifying and promoting JIOF sufficiency requirements. The proponent fulfills this responsibility by working within the Joint Manpower Program (JMP) and Service manpower and personnel systems. Under this process, the JMP identifies, validates, resources, documents, reviews, and updates joint IO manpower requirements. Service manpower and personnel systems interface with the JMP in translating joint authorizations into specific Service personnel assignment fill actions.

b. JIOF management is a collaborative process involving OSD, the Joint Staff, Service headquarters, Service Component manpower and personnel centers, and the Joint IO Proponent. The purpose of JIOF management is to support execution of Joint Staff, CCMD, and JTF IO employment through manpower planning and alignment of personnel requirements with JTD/JTMD/JMD billets. Within this process, manpower planning, personnel tracking, assignment tracking, and career management serve as force management enablers (see Figure D-2).



c. Manpower planning is used to identify and define the JTD/Joint Tables of Mobilization Distributions (JTMD)/JMD billets that constitute the JIOF. These positions are captured in JTD for permanent billets or the JTD/JMD for temporary billets (e.g., JTFs), as well as JTMD for individual augmentation from the Reserve Component. CCMD IO staff elements are responsible for coordinating with their CCMD J1, as well as the Joint IO Proponent, in order to identify JTD, JTMD, and JMD/JTF billets that are considered part of the JIOF. Each JIOF billet identifies the rank/grade, skill identifier (e.g., Military Operational Specialty (MOS), Air Force Specialty Code (AFSC) or Designator, etc.), Service Component, billet title and description, and other requirements such as training. JIOF billets and any requirements contained in the JTD/JTMD/JMD will be entered into eJMAPS.

d. The Joint IO Proponent, working in conjunction with joint and Service personnel and manpower organizations/systems, tracks personnel possessing IO skills (personnel tracking) and the ability of the Services to fill JIOF billets with fully qualified personnel (assignment tracking). Another part of force management entails tracking the extent to which the Service personnel and manpower systems fill JIOF billets, the time required by the Services to fill these positions, and the required experience levels for Service personnel

assigned to JIOF billets. Career management entails identifying avenues for personnel to continue serving in the joint IO arena as they become more senior. The Joint IO Proponent will work with the Services to ensure opportunities remain available for an experienced IO professional to return to the JIOF.

e. Based on the SecDef memorandum on strategic communication and information operations in the Department of Defense (reference c), the Joint IO Proponent requires that Service personnel assigned to JIOF billets be drawn from the IO or information-related professional communities.

f. In addition to the force management functions described above, the Joint IO Proponent exercises oversight of global JIOF management. This function entails identifying and facilitating the provision of JIOF personnel necessary for planning and execution worldwide, including short-notice or contingency operations.

## 5. JIOF Development

a. Comprehensive JIOF development links KSAs/JIOTLs to satisfy joint mission requirements. Utilizing this approach, the KSA/JIOTL and mission requirements drive force management and training/education processes, providing the JFC with the ability to integrate new and existing IRCs from across the Joint Force at the right place and time. The effectiveness of these combined processes is assessed through DRRS and the Joint Training Information Management System (JTIMS).

b. The DRRS is a mission-focused, capabilities-based application that facilitates operational decision making by evaluating the readiness of forces to accomplish assigned missions (see Figure D-3) This system establishes a common language of tasks, conditions, and standards to describe capabilities essential to the completion of assigned missions. The data within DRRS provides a Health of the Force report, which can be used to adjust JIOF management or training activities as appropriate.

### Comprehensive Joint IO Force Development Approach

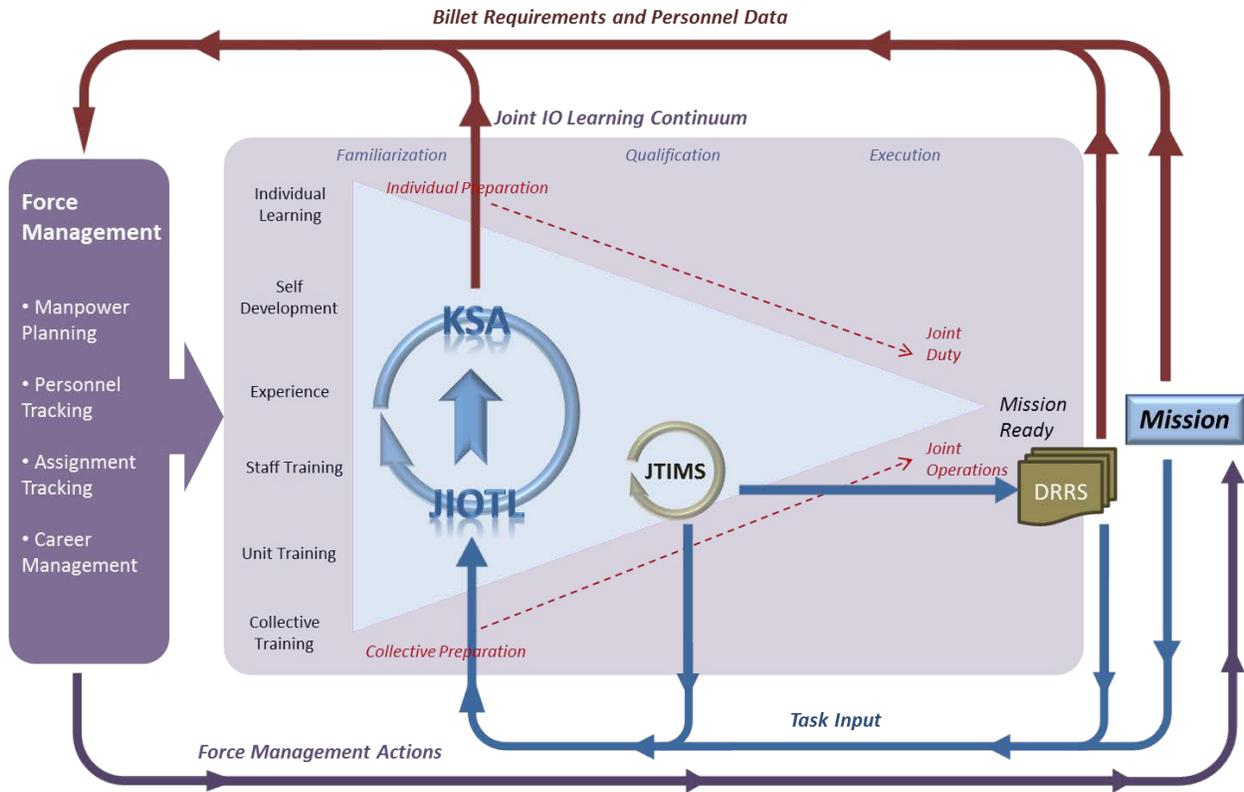


Figure D-3. Joint IO Force Development Approach

c. JTIMS is the CJCS authoritative system of record to support the implementation and execution of joint training. It provides a set of integrated information management capabilities in order to identify, collect, analyze, store, and disseminate the data required to design, develop, execute, and assess joint training. As articulated in this CJCSI, the Joint IO Proponent delegates the responsibility for integrating individual and collective IO training requirements, as well as Chairman’s High Interest Training Issues, to the CCMD IO staff elements.

d. To ensure that the KSAs/JIOTLs reflect current JIOF requirements, the Joint IO Proponent, in collaboration with the JIOWC and CCMD IO staff elements, will use the comprehensive joint IO force development approach outlined above. This comprehensive review and assessment of KSAs/JIOTLs will be conducted at least once every other calendar year.

ENCLOSURE E

JOINT INFORMATION OPERATIONS GRADUATE-LEVEL EDUCATION  
COMPETENCIES

1. Upon successful completion of a Joint IO Proponent-accredited IO graduate-level education program, a student will be able to consistently:
  - a. Using the Information-Influence Relational Framework described in Joint Publication 3-13, "Information Operations," analyze the global IE and assess its impact on national security strategy.
  - b. Examine key classical, contemporary, and emerging concepts (including IO, SC, Cyberspace Operations (CO), Military Information Support Operations (MISO), PA, and visual information (VI)) as well as traditional and irregular warfare, doctrine, and approaches to war in all its aspects.
  - c. Analyze the role of IO in national information strategy and assess its potential contribution to the non-military instruments of national power.
  - d. Evaluate how IRCs are integrated into and synchronized with national security, national military, and theater campaign strategies and applied to support strategic and operational endeavors in joint, interagency, intergovernmental, and multinational operations.
  - e. Evaluate the national security technological environment as an enabler for current and future competitive advantage.
  - f. Analyze the contributions of the interagency community to IO, and vice versa.
  - g. Evaluate the relationships, linkages, and dependencies between intelligence and IO.
  - h. Analyze non-U.S. (adversary, potential adversary, and allied/Coalition) approaches to IRC integration, IO, and SC.
  - i. Analyze the role and perspective of the CCDR and staff in developing various theater policies, strategies, and plans and how IO and SC objectives are incorporated into those plans, policies, and strategies.

j. Evaluate IRCs (including IO, SC, CO, MISO, PA, and VI) needed to lead organizational change and transformation in order to build and sustain innovative, agile, and ethical organizations in a joint, interagency, intergovernmental, and multinational environment.

k. Analyze the integration of IRCs in support of IO, SC, MISO, and PA objectives during their employment as a part of theater campaign execution, including pre- and post-conflict operations.

ENCLOSURE F

JOINT INFORMATION OPERATIONS FORCE REQUIREMENTS

Level of War	Functional Level	Billet Title	Rank					Jt IO Ed & Tng	
			E-6/7/8 E-9	O-4 O-5	O-6	O-7 8/9	CIV	JIOPC	SJIOAC
Strategic	JOINT STAFF J-38	IO Coordinator		X				X	X
		Branch Chief		X					X
		Division Chiefs			X				X
		Deputy Director*				X			X
Strategic/ Operational	CCMD HQ Staff	IO Coordinator	X	X			X	X	
		IO Division/Branch Chief		X	X		X	X	
		Deputy Director for Operations*				X			X
	CCMD SOC	IO Coordinator	X	X				X	
		IO Division or IO Branch Chief		X	X			X	
Operational/ Tactical	JTF/JFC	IO Coordinator	X	X	X			X	
		Commander*				X			X

Figure F-1. Joint IO Operations Force Requirements

\* GO/FO recommendation designated by the Joint IO Proponent.

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ENCLOSURE G

REFERENCES

- a. Capstone Concept for Joint Operations (CCJO), 10 September 2012
- b. JP 3-13, 27 November 2012, "Information Operations"
- c. SecDef memorandum, 25 January 2011, "Strategic Communication and Information Operations in the DoD"
- d. OASD(SO/LIC) memorandum for the record, 21 June 2013, "Joint Information Operations (IO) Proponent"
- e. DoD Directive 3600.01, 2 May 2013, "Information Operations"
- f. DoD Instruction 7730.66, 8 July 2011, "Guidance for the Defense Readiness Reporting System (DDRS)"
- g. CJCS Instruction (CJCSI) 1001.01 Series, "Joint Manpower and Personnel Program"
- h. CJCSI 1800.01 Series, "Officer Professional Military Education Policy (OPMEP)"
- i. CJCSI 3010.02 Series, "Joint Concept Development and Experimentation (JCD&E)"
- j. CJCSI 3112.01 Series, "Joint Capabilities Integration and Development System (JCIDS)"
- k. CJCSI 3150.25 Series, "Joint Lessons Learned Program"
- l. CJCSI 3210.06 Series, "Irregular Warfare"
- m. CJCSI 3401.02 Series, "Force Readiness Reporting"
- n. CJCSI 3500.01 Series, "Joint Training Policy and Guidance for the Armed Forces of the United States"
- o. CJCSI 3500.02 Series, "Unified Joint Task List (UJTL) Policy and Guidance for the Armed Forces of the United States"
- p. CJCSI 5120.02 Series, "Joint Doctrine Development System"
- q. CJCSI 5125.01 Series, "Charter of the Joint Information Operations Warfare Center"
- r. CJCS Manual 5120.01 Series, "Joint Doctrine Development Process"

- s. CJCS Notice 3500.01 Series, "Chairman's Joint Training Guidance"
- t. CJCSI 3121.01 Series, "Standing Rules of Engagement/Standing Rules for the Use of Force for U.S. Forces"
- u. CJCSI 3110.05 Series, "Military Information Support Operations Supplement to the Joint Strategic Capabilities Plan"
- v. CJCSI 1805.01 Series, "Enlisted Military Education Policy"

## GLOSSARY

### PART I—ABBREVIATIONS AND ACRONYMS

AFSC	Air Force Specialty Code
AOR	area of responsibility
CCA	Chairman's Controlled Activity
CCJO	Capstone Concept for Joint Operations
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman Joint Chiefs of Staff manual
CO	cyberspace operations
COA	course of action
COP	community of practice
CRS	Chairman's Readiness System
DIA	Defense Intelligence Agency
DoD	Department of Defense
DoDD	Department of Defense directive
DoDI	Department of Defense instruction
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
DRRS	Defense Readiness Reporting System
eJMAPS	electronic Joint Manpower And Personnel System
ESG	Executive Steering Group
EW	electronic warfare
FA	functional activity
GEF	Guidance for Employment of the Force
GO/FO	general/flag officer
HTM	human-terrain mapping
IC	Intelligence Community
IE	information environment
IO	information operations
IO GLE	information operations graduate-level education
IOII	information operations intelligence integration
IRC	information-related capability
IPL	integrated priority list
IO QUADRILAT MOA	Information Operations Quadrilateral Memorandum of Arrangement

JCS	Joint Chiefs of Staff
JCD&E	joint concept development and experimentation
JDAL	joint duty assignment list
JDDS	Joint Doctrine Development System
JFC	Joint Force Commander
JFSC	Joint Forces Staff College
JIOF	Joint Information Operations Force
JIOAF	Joint IO Assessment Framework
JIOLC	Joint Information Operations Learning Continuum
JIOOC	Joint Information Operations Orientation Course
JIOPC	Joint Information Operations Planner's Course
JIOTL	Joint Information Operations Task List
JIOWC	Joint Information Operations Warfare Center
JLC	Joint Learning Continuum
JLLIS	Joint Lessons Learned Information System
JLLP	Joint Lessons Learned Program
JMD	Joint Manpower Document
JMETL	joint mission-essential task list
JMP	joint manpower
JOPP	Joint Operational Planning Process
JP	joint publication
JPME	Joint Professional Military Education
JROC	Joint Requirements Oversight Council
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JSDS	Joint Doctrine Sponsor
JSPS	Joint Strategic Planning System
JTD	Joint Table of Distribution
JTF	Joint Task Force
JTIMS	Joint Training Information Management System
JTMD	Joint Tables of Mobilization Distributions
JTS	Joint Training System
KSAs	knowledge, skills, and attributes
MC	Military Committee
MCWG(OPS) INFO OPS	Military Committee Working Group (Operations) in Information Operations
MILDEC	military deception
MISO	Military Information Support Operations
MOA	memorandum of agreement
MOE	measures of effectiveness
MOS	Military Operational Specialty
M&S	modeling and simulation

NDU	National Defense University
NMS	National Military Strategy
NPS	Naval Postgraduate School
NSA	National Security Agency
OPMEP	Officer Professional Military Education Program
OPSEC	Operations Security
OSD	Office of the Secretary of Defense
PA	Public Affairs
PME	Professional Military Education
POM	program objective memorandum
PPBE	Planning, Programming, Budgeting, and Execution
QDR	Quadrennial Defense Review
SC	Strategic Communication
SCA	socio-cultural analysis
SJIOAC	Senior Joint IO Applications Course
SME	subject-matter expert
TMA	traditional military activity
UJTL	Universal Joint Tasks Lists
USG	U.S. Government
VI	visual information

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## PART II—TERMS AND DEFINITIONS

Chairman's Controlled Activity: An activity that meets all the following criteria: (1) established by the CJCS and acts through a Joint Staff directorate; (2) has a charter approved by the Secretary of Defense; (3) has a designated executive agent; (4) is a multi-Service activity that performs a joint mission; (5) has a Joint Manpower Document reviewed and managed by the Joint Staff J-1 that contains multi-Service positions; and (6) may have Standard Joint Duty Assignment positions that meet and are recommended by the JDAL Validation Board. (CJCSI 5125.01)

Chairman's Readiness System: A uniform system for evaluating the preparedness of each Combatant Command and the Combat Support Agencies to carry out their assigned missions. (CJCSI 3401.01)

Combatant Commander: A commander of one of the unified or specified Combatant Commands established by the President. Also called CCDR. (JP 3-0)

Defense Readiness Reporting System: A mission-focused, capabilities-based Internet application that provides the Combatant Commands, Services, Joint Chiefs of Staff, and other key DoD users a collaborative environment in which to evaluate the readiness and capability of the Armed Forces to carry out assigned tasks. (JP 4-05)

Department of Defense IO Executive Steering Group: The primary coordination forum within the Department of Defense to inform, coordinate, and resolve IO issues among the DoD Components and, as appropriate, to deconflict IO issues as they are represented in established DoD policy and programmatic decision forums. It provides advice and recommendations to the Principal Staff Assistant for IO, the Joint Staff in its role as the Joint IO Proponent, and senior leadership organizations such as the Defense Senior Leaders Council and the Deputies Management Action Group. (DoDD 3600.01)

Doctrine, Organization, Training, Materials, Leadership and Education, Personnel, Facilities-Policy: Components of the Joint Capabilities Integration Development System, used to assess potential gaps within the U.S. military force that must be addressed to ensure successful achievement of assigned missions. (CJCSI 3170.01)

electronic Joint Manpower and Personnel System: The secure, Web-based system for the management of joint manpower and personnel. (CJCSI 1001.01)

Guidance for Employment of the Force: Official DoD policy document that combines guidance for the Secretary of Defense to Combatant Commanders on theater security cooperation and contingency planning. Also called GEF. (JP 3-0)

Information Environment: The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information. (JP 3-13)

Information Operations: The integrated employment, during military operations, of information-related capabilities in concert with other lines of operations to influence, disrupt, corrupt, or usurp the decision making of adversaries and potential adversaries while protecting our own. (JP 3-13)

Information Operations Assessment: A basic, conceptual structure used to assess joint information-related capabilities in the context of approved strategic planning documents. (JP 3-13)

Information Operations Graduate-Level Education: Postgraduate-level course of academic instruction, where students develop function expertise in 11 joint information operations competency areas. (Enclosure D)

Information Operations Intelligence Integration: The integration of intelligence disciplines and analytic methods to characterize and forecast, identify vulnerabilities, determine effects, and assess the information environment. (JP 3-13)

Information Operations Quadrilateral Memorandum of Arrangement: Formal agreement among Australia, Canada, the United Kingdom, and the United States to collaborate on several components of information operations including policy, doctrine, education, training, and experimentation. (Information Operations Quadrilateral Memorandum of Arrangement)

Information-Related Capability: A tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. (JP 3-13)

Integrated Priorities List: A list of Combatant Commander's highest priority requirements, prioritizing across Service and functional lines, defining shortfalls in key programs that, in the judgment of the commanders, adversely affect the capability of the commander's forces to accomplish their assigned mission. (JP 1-04)

Joint Certified Information Operations Training: Joint Information Operations training courseware that has been reviewed by the Joint IO Proponent and

determined to meet established criteria, adhere to approved joint doctrine, align with joint validated concepts or vetted best practices. (Enclosure D)

Joint Doctrine: Authoritative, fundamental principles requiring judgment in application that guide the employment of United States military forces in coordinated action toward a common objective. Joint doctrine is contained in joint publications but may also be included in tactics, techniques, and procedures. (CJCSI 5120.02)

Joint Doctrine Development System: The system of lead agents, Joint Staff doctrine sponsors, primary review authorities, coordinating review authorities, assessment agents, evaluation agents, procedures, and hierarchical frameworks designed to initiate, develop, approve, and maintain joint publications. Also called JDDS. (CJCSI 5120.02)

Joint Information Operations Force Development: Action to establish, develop, maintain, and manage a mission-ready Joint Information Operations Force. Encompasses Joint Force management, education, and training. (Enclosure D)

Joint Information Operations Force Management: Actions that integrate new and existing human and technical assets from across the Joint IO Force and its mission partners to make the right capabilities available at the right time and place. (Enclosure D)

Joint Information Operations Learning Continuum: A model depicting the coordinated progression of integrated and disciplined processes and events that qualify a military member or Department of Defense civilian for designation as a member of the Joint Information Operations Force. (Enclosure D)

Joint Information Operations Orientation Course: A joint certified course, providing a common baseline of IO knowledge upon which to build practical skills and abilities to integrate the employment of information-related capabilities. (Joint Command, Control, and Information Operations School Web site)

Joint Information Operations Planners Course: A 4-week, in-residence course designed to provide joint certified training to personnel selected for assignment to a Joint Staff, CCMD, or JTF IO staff billet. The course focuses on planning, integrating, and synchronizing full-spectrum IO into joint operational level plans and orders. (Enclosure D)

Joint Information Operations Proponent: A role, assigned to the Joint Staff by the Secretary of Defense. CJCS authority, as Joint IO Proponent, has been delegated to the Joint Staff Deputy Director for Special Actions and Operations (Joint Staff/J-38). Joint Staff/J-38 leads implementation and provides oversight of Joint IO policy and doctrine, plans, operations and assessment,

and force development in order to improve the Department of Defense's ability to meet Combatant Command requirements. (OASD(SO/LIC) memorandum for the record, 21 June 2012, "Joint Information Operations (IO) Proponent")

Joint Lessons Learned Program: The knowledge management program established to enhance joint capabilities through discovery, validation, integration (with functional resolution processes), evaluation, and dissemination of lessons from joint operations, training events, exercises, experiments, and other activities involving DoOD assets of the Armed Forces of the United States and applying to the full range of joint operations in peacetime and war. (CJCSI 3150.25)

Joint Mission-Essential Task List: A list containing mission tasks selected by a JFC deemed essential to mission accomplishment and defined using the common language of the Universal Joint Task List in terms of task, condition, and standard. Also called JMET. (JP 3-33)

Joint Policy: Prescriptive guidance for ensuring the Armed Forces of the United States are prepared to perform their assigned roles. Joint policy can direct, assign tasks, and prescribe desired capabilities. (CJCSI 5120.02)

Joint Professional Military Education: A three-phase joint education program taught at Service intermediate- or senior-level colleges, Joint Forces Staff College, and National Defense University that meets the educational requirements for joint officer management. (CJCSI 1800.01)

Joint Requirements Oversight Council: A four-star panel that conducts periodic reviews of joint military requirements. It consists of the Vice Chairman of the Joint Chiefs of Staff and a four-star officer designated by each of the Services. This council provides recommendations to the Chairman of the Joint Chiefs of Staff based on interaction with Combatant Commanders and the Joint Staff Directors. Also called JROC. (JP 1-02)

Joint Strategic Planning System: One of the primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the Combatant Commanders, carries out the statutory responsibilities to assist the President and Secretary of Defense in providing strategic direction to the Armed Forces. Also called JSPS. (JP 5-0)

Joint Training Information Management System: A Web-based integrated management tool suite that supports the joint community as the system of record to execute all phases of the joint training system, enabling efficient use of resources to determine requirements, plan, execute, and assess capability-based training. (Enclosure D)

Joint Training Plan: A plan developed and updated annually by each Combatant Commander that defines the strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Specifically, the plan conveys the commander's guidance, identifies the training audience, the joint training objectives, the training events, and required training resources. (CJCSI 3500.01)

Joint Strategic Capabilities Plan: A plan that provides guidance to the Combatant Commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. (JP 5-0)

Lessons Learned: Results from an evaluation or observation of an implemented corrective action that contributed to improved performance or increased capability. A lesson learned also results from an evaluation or observation of a positive finding that did not necessarily require corrective action other than sustainment. (CJCSI 3150.25)

Military Information Support Operations: Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and, ultimately, the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator's objectives. Also called MISO. (JP 3-13.2)

Operations Security: A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities. Also called OPSEC. (JP 3-13.3)

Senior Joint Information Operations Applications Course: A 1-week, in-residence course designed to provide selected general/flag officers and senior executive civilians an opportunity to develop and apply IO planning and execution skills in order to enable Combatant Commanders/JFCs to target adversary and potential adversary decision makers. (Enclosure D)

Socio-Cultural Analysis: An analytical process that concentrates on identifying, analyzing, and visualizing typical movement and migration patterns in socio-cultural groups in order to better understand significant deviations from normal patterns. (ONR BAA Announcement #11-014, Amendment 2)

Training: Instruction and applied exercises for acquiring and retaining skills, knowledge, and attitudes required to complete specific tasks. (DoDD 1322.18)

Universal Joint Task List: A menu of capabilities that may be selected by a Joint Force Commander to accomplish the assigned mission. (JP 3-33)

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