

Information Operations Functional Area

1. Introduction

a. Purpose. The purpose of Army Information Operations (IO) is to synchronize effects within the information environment (IE) in support of military operations within a designated area of operations. IO Officers support the commander's ability to conduct decisive action in and through the information environment in order to gain a decisive advantage over enemy or adversary forces operating against the land force commander's objectives. IO supports the mission command warfighting function commander task of inform and influence audiences, inside and outside their organizations, to include Unified Action Partners and all relevant audiences in a unit's area of operations or interest, across the range of military operations and throughout all readiness phases. It also supports the staff task of synchronize information related capabilities (IRCs). IO officers understand the IE and articulate its impacts on operations while integrating and synchronizing IRCs in support of the land force commander's objectives.

b. Proponent information. The proponent for Army IO is the CG, Combined Arms Center (CAC), Fort Leavenworth KS. The CG CAC's action agency is the Information Operations Proponent Office, located at 950 Bluntville Avenue, Building 391, Fort Leavenworth, KS 66027-2100. Telephone contact information is 913-684-9432 (DSN 552).

c. Functions. IO functions to provide holistic information environment effects through planning, preparing, executing and assessing the synchronization of IRCs. IO provides commanders with low density specialty expertise not otherwise available on the staff. An IO officer is the staff expert for military information environment effects, military deception, operations security, information protection, social media interaction, and information-focused military and civil engagement. IO planning and coordination also supports cyberspace operations and electronic warfare, presence, posture and profile, physical destruction and deliberate influencing of foreign target audiences in support of operations conducted in a designated area of operations.

2. Officer characteristics required

a. Characteristics required of all officers. All officers are expected to possess the base characteristics that will enable them to develop into agile and adaptive leaders. These leaders must embody the Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across the spectrum of conflict. They must be able to operate with unified action partners and leverage capabilities beyond the Army in achieving their objectives. Officers must be culturally astute and able to use their awareness and understanding to conduct operations innovatively and courageously to exploit opportunities in the challenges and complexities of the operational environment.

b. Unique knowledge and skills of an Information Operations officer. IO Officers -

(1) Have a thorough knowledge of what constitutes an IRC, the unique contributions each brings to solving operational problems, how to synchronize them effectively to achieve requisite effects in the information environment, and how to assess them.

(2) Capable of directly advising the commander on conducting IO throughout the operations process.

(3) Understand the complexity of the information environment and its implications on the unit's assigned mission.

(4) Leverage unified action partners and their IRCs.

(5) Build relationships necessary to work across, through, and beyond the organization to achieve objectives in the information environment.

(6) Exhibit capacity and capability to understand, articulate, and apply complex concepts as well as properly frame and solve ambiguous problems.

- (7) Possess a baccalaureate degree.
- (8) Possess a top secret/sensitive compartmented information access as determined by the position.

c. Functional competencies. The information operations officer is a special staff officer assigned to Army Service Component Command, Corps, and Division staffs. Coordinated by the G-3, the information operations officer leads the information operations element located in the movement and maneuver cell. Primary responsibilities of the information operations officer include, but are not limited to—

- (a) Analyze the information environment within a designated area of operations to discern impacts on unit operations and to exploit opportunities to gain an advantage over threat forces.
- (b) Synchronize effects within the information environment to achieve friendly operational objectives within a designated area of operations.
- (c) Assess the risk associated with the generation of effects within the information environment as part of supported unit operations within a designated area of operations.
- (d) Produce the information environment effects synchronization matrix for the use of available information-related capabilities in support of unit operations.
- (e) Identify, request, and secure information-related capabilities that support gaps not resolvable at the unit level.
- (f) Coordinate with other Army, Service, or joint forces to leverage information-related capabilities, expertise, and units to augment existing unit capability shortfalls.
- (g) Serve as the staff subject matter expert and primary advisor for unit level Operations Security (OPSEC) and Military Deception (MILDEC)
- (h) Lead the information operations working group.
- (i) Assess the effectiveness of employed information-related capabilities.

3. Officer development

a. Officer development model. The officer development model is focused more on the quality and range of experiences, rather than the specific gates or assignments required to progress.

(1) Initial entry officers gain experience during basic branch assignments and gain a foundation for future success as an FA 30 officer. All officers should attend and complete their respective CCC and complete a minimum of 12-months of successful command prior to entry into FA 30. Recommended fields of study include, but are not limited to: marketing, advertising, anthropology, psychology, sociology, political science, international relations, and communications.

(2) All functional area transfers are handled by VTIP. This panel standardizes functional transfers to meet dynamic FA/branch requirements, and empowers officers to make informed career decisions by providing flexible and viable career paths. The VTIP panel convenes bi-annually.

(3) Upon selection, FA 30 officers will attend the 12-week Information Operations Qualification Course (IOQC) at Fort Leavenworth, Kansas. The IOQC develops officers with the requisite competencies to successfully serve as IO staff officers.

(4) Most assignments for FA 30 officers will be 24 to 36 months in length.

(5) Officers are encouraged to seek out both civilian and military educational opportunities. Military-orientated training for all IO officers include Operational Security (OPSEC), Army Cyberspace Operations Planners Course (ACOPC), Red Team Member, Joint Information Operations Planners Course (JIOPC), Military Deception (MILDEC), Special Technical Operations Planner's Course (STOPC) and IO Senior Leader Course.

(6) Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Expeditionary competencies are those needed by officers in an expeditionary force—regional knowledge, cultural awareness, foreign language, diplomacy, statesmanship, and so forth.

(7) Flexible timelines allow officers to take personal responsibility for the design of their careers by making informed and logical decisions and acting on them. Army Career Tracker is a career management

tool allowing officers to work with a chosen mentor, map out a career timeline, and view career opportunities. The Army Career Tracker integrates training, assignment history, formal and informal education information from 15 databases and systems into one interactive and easy-to-use interface. Used properly, this tool facilitates structured mentorship and can be utilized and revised by successive mentors as an officer progresses in experience. Login at <https://actnow.army.mil>.

b. Lieutenant. FA 30 has no authorized/assigned lieutenants.

c. Captain development. The professional development objective for this phase is to serve as a staff officer developing tactical skills and expanding capabilities through developmental assignments.

(1) Education. Completion of CCC and IOQC.

(2) Assignments. All assignments are important to sustain a trained and ready Army. Assignments are based on the needs of the Army in accordance with HQDA manning guidance, the professional development needs of the officer, and the officer's preference.

(a) Key developmental. Officers assessed into FA 30 should expect to rotate between KD positions at 1st IO Command, Division and multifunctional brigades in order to gain an operational perspective to prepare for future joint assignments.

(b) Broadening assignments. Broadening is accomplished across an officer's full career through experiences and/or education in different organizational cultures and environments. The intent of broadening is to develop the capability to see, work, learn, and contribute outside each officer's perspective, or individual level of understanding, for the betterment of both the officer and the institution. Broadening opportunities may vary in scope, responsibility, and developmental outcomes. These positions are typically self or branch nominative in nature and typically fall in four major categories listed below.

(1) Functional/institutional. These assignments are directly related to IO, but provide the opportunity to develop a wider range of knowledge and skills useful in an Army specific environment or a broader joint context. IO assignments include FORSCOM and Combat Training Centers.

(2) Academia and civilian enterprise. Opportunities not available for IO captains.

(3) Joint/multinational. These joint assignments are related or unrelated to IO requiring routine interaction with JIIM organizations and personnel. IO opportunities include assignments at USCYBERCOM and STRATCOM.

(4) Interagency/intergovernmental. Opportunities not available for IO captains.

(3) Self-development. Captains should continue to gain an in-depth understanding of MDMP and concentrate on those critical IO tasks required to accomplish their wartime mission. This provides the foundation of knowledge required to effectively serve as a staff officer at the brigade or division level. Emphasis should be maintained on historical and current lessons learned as they apply to tactical and leadership challenges.

(4) Promotion. Normally an officer within a cohort year group enters the primary zone of consideration for major around the 9th year of service. Potential for continued service is demonstrated through intellectual, moral and physical characteristics to include character, warrior and service ethos, strategic leadership, leader attributes, team building, leading change, fitness and resiliency, education, experience, performance and demonstrated potential.

d. Major development. This phase, which generally encompasses the 10th to 17th years of service, expands the officer's tactical and technical experience. As a result, the officer will develop as an IO staff officer with a comprehensive understanding of operations in a joint and expeditionary environment. FA 30 majors continue to develop their knowledge and understanding of the operational force by serving as a staff officer at division through ASCC. These assignments ensure FA 30 officers are prepared for increasingly complex, developmental assignments.

(1) Education. All FA 30 majors must complete the IOQC and the U.S. Command and General Staff Officer Course, resident or nonresident, or a sister Service ILE course to be JPME I qualified. Majors will

also be able to compete for attendance at SAMS, Training with Industry, and Advanced Civilian Schooling. Upon completion, selectees will serve a utilization tour.

(2) Assignments. All assignments are important to sustain a trained and ready Army. Assignments are based on the needs of the Army in accordance with HQDA manning guidance, the professional development needs of the officer, and the officer's preference.

(a) Key developmental. Positions that are fundamental to the development of IO officers include 1st IO Command, Division, Corps and ASCC. In accordance with the CSA's guidance, assignments with transition teams/provincial reconstruction teams are considered KD assignments.

(b) Broadening assignments. Broadening opportunities may vary in scope, responsibility and developmental outcomes and typically fall in four major categories listed below:

(1) Functional/institutional. Majors should view these assignments as directly or indirectly related to IO, but provide the opportunity to develop a wider range of knowledge and skills useful in an Army specific environment or a broader joint context. IO opportunities include assignments to special operations units, Asymmetric Warfare Group, Combined Arms Center (CAC), CTCs, HQDA, Ranger Regiment and ARCYBER.

(2) Academia and civilian enterprise. These assignments focus on civilian industry or within an education community of higher learning where the officer gains knowledge, skills, and abilities not generally obtained from organic experiences, training or education. IO opportunities include Training with Industry, fellowships and serving as an IO Instructor.

(3) Joint/multinational. These assignments are joint opportunities related or unrelated to IO that require routine interaction with JIIM organizations and personnel. IO opportunities include assignments at SMDC/ARSTRAT NATO, Joint Information Operations Warfare Center and combatant commands. While not every officer will receive an assignment in a qualifying joint assignment or serve a fellowship in a JIIM agency, the goal is to provide the maximum opportunity for FA 30 majors to receive JIIM experience. The JIIM assignments for FA 30 majors are dependent upon Army demands and position/fellowship availability.

(4) Interagency/intergovernmental. These assignments are typically within U.S. Government agencies or outside DOD. IO opportunities include: State Department and Defense Intelligence Agency.

(3) Self Development. Self-development, consisting of individual study, research, professional reading, practice and self-assessment, is key to attain and sustain the degree of competency needed to perform varied missions.

(4) *Promotion*. Cohort year group officers are generally considered for promotion to lieutenant colonel in their 16th year of service as they enter the primary zone of consideration. Potential for continued service is demonstrated through intellectual, moral and physical characteristics to include character, warrior and service ethos, strategic leadership, leader attributes, team building, leading change, fitness and resiliency, education, experience, performance and demonstrated potential.

e. Lieutenant colonel. This phase, which generally occurs between the 17th and 22nd years of service, expands the officer's tactical and operations skills and technical proficiency. As a result, the officer makes a greater contribution to the functional area and the Army.

(1) Education. The annual Senior Service College (SSC) selection board reviews the files of lieutenant colonels for SSC attendance. Officer must be ILE/JPME I qualified to be eligible for consideration. Resident attendance is at the U.S. Army War College, the Advanced Strategic Leadership Studies Program within the School of Advanced Studies at Fort Leavenworth, the Eisenhower School for National Security, the National War College, the College of International Security Affairs, the Joint Advanced Warfighting School, Inter-American Defense College other sister Service war colleges, resident fellowships at governmental agencies and academic institutions and approved foreign SSCs.

(2) Assignments. All assignments are important to sustain a trained and ready Army. Assignments are based on the needs of the Army in accordance with HQDA manning guidance, the professional development needs of the officer, and the officer's preference.

(a) Key developmental. Positions that are fundamental to the development of IO officers include staff officers at Army division, corps and ASCC headquarters. Lieutenant colonels have the opportunity to compete for command of 1st Battalion, 1st Information Operations Command.

(b) Broadening assignments. Broadening opportunities may vary in scope, responsibility, and developmental outcomes and typically fall in four major categories listed below:

(1) Functional/institutional. Lieutenant colonels should view these assignments as directly or indirectly related to IO, but provide the opportunity to develop a wider range of knowledge and skills useful in an Army specific environment or a broader joint context. IO assignments include CAC, CTCs, ARCYBER, and HQDA.

(2) Academia and civilian enterprise. These assignments focus on civilian industry or within an education community of higher learning where the officer gains knowledge, skills and abilities not generally obtained from organic experiences, training or education. Examples of IO assignments include Training with Industry, fellowships, and serving as an IO instructor.

(3) Joint/multinational. These are joint opportunities related, or unrelated to IO that require routine interaction with JIIM organizations and personnel. IO assignments include NATO, Joint Information Operations Warfare Center (JIOWC) and combatant commands. After completion of a 36 month tour of duty in a standard-Joint duty assignment list, officers will be awarded the 3A (Joint Duty Qualified) skill identifier.

(4) Interagency/intergovernmental. These assignments are typically within U.S. Government agencies or outside DOD.

(3) Self-development. During this phase, self-assessment, continuous learning, and perfecting mentoring and managerial skills are essential to officer development. The officer should continue to hone his or her combined arms warfighting skills and understanding of the joint operational environment. In addition, officers should continue to read books from the CSA's professional reading list to improve critical thinking and understanding of the profession of arms.

(4) Promotion. Cohort year group officers are normally considered for promotion to colonel in the primary zone in their 21st year of service. Potential for continued service is demonstrated through intellectual, moral and physical characteristics to include character, warrior and service ethos, strategic leadership, leader attributes, team building, leading change, fitness and resiliency, education, experience, performance and demonstrated potential.

f. Colonel development. The professional development objective for this phase is sustainment of warfighting, training, technical and staff skills, along with utilization of leadership, organizational and executive talents. The objective of FA 30 colonel professional development is greater contribution to IO and the Army.

(1) Education. Completion of SSC, either resident or nonresident. Successful completion of JPME II is desired.

(2) Assignments. All assignments are important to sustain a trained and ready Army. Assignments are based on the needs of the Army in accordance with HQDA manning guidance, the professional development needs of the officer, and the officer's preference.

(a) Key developmental. Positions that are fundamental to the development of IO officers include IO positions within Army Corps and ASCC. FA 30 colonels may compete to command 1st Information Operations Command.

(b) Broadening assignments. Broadening opportunities may vary in scope, responsibility, and developmental outcomes and typically fall in four major categories listed below:

(1) Functional/institutional. Colonels should view these assignments as directly or indirectly related to IO, but provide the opportunity to develop a wider range of knowledge and skills useful in an Army specific environment or a broader joint context. Examples of these IO assignments include HQDA.

(2) Academia and civilian enterprise. These assignments focus on civilian industry or within an education community of higher learning where the officer gains knowledge, skills and abilities not generally

obtained from organic experiences, training or education. Examples of IO assignments include Army War College Instructor or Proponent Director.

(3) Joint/multinational. These assignments are joint opportunities related or unrelated to IO that require routine interaction with JIIM organizations and personnel. FA 30 officers are encouraged to seek joint education and duty assignments to achieve joint status. IO opportunities include NATO, JIOWC and combatant commands.

(4) Interagency/intergovernmental. These opportunities are more politically and policy oriented. Examples include agencies outside DOD.

(3) Self-development. FA 30 colonels must maintain their core skills and remain current on all changes that affect the Soldiers they manage. Officers also need to stay current on industry trends through trade associations and journals, and by participating in DOD and industry sponsored forums.

(4) Promotion. Promotion to general officer is managed separately and is beyond the scope of this pamphlet.

4. Warrant officer development

FA 30 has no authorized/assigned warrant officers.

5. Reserve Component information operations officers

a. General career development. RC FA 30 officers perform similar roles and missions as their active army (AA) counterparts; however, the range and scope of RC 30A assignments are somewhat more limited than those found within the AA. Even though the unique nature of the reserve status poses challenges for professional development, RC officers are expected to follow AA officer development patterns as closely as possible. A functional area becomes a specialty, in addition to a branch, in which the officer may be trained and utilized. There are opportunities for officers to be utilized in their basic branch and functional area, dependent upon geographic location and force structure.

b. FA qualification. The credentialing course for RC officers is either the 12-week resident course at Fort Leavenworth, Kansas, or the 9-month, three-phase course taught by the 3-124th Information Operations Battalion, Vermont Army National Guard. Phase 1 is 40 hours of self-paced distance learning. Phase 2 is 28 four-hour training periods (UTAs) held for four hours, one night a week over secure Defense Connect Online (DCO). Phase 3 is a 15-day (13 days of instruction plus 2 travel days) resident exercise held at Camp Johnson, Vermont.

c. Assignments and career management. Assignments and career management responsibilities vary between ARNG and USAR. Title 32 M-day and Title 32 ARNG AGR officers are managed by the individual States and Territories; USAR officers (AGR, IRR/IMA) are managed by U.S. Army Human Resources Command, and USAR TPU officers are managed by the Army Reserve Careers Division (ARCD).

Figure 1 - 30A Information Operations Officer Career Map

