

# Guarding the New Frontier

## Information Operations

By Jeff Harley

### Information Operations

*SMDC/ARSTRAT plans, integrates and coordinates Army information operations as it provides deliberate and crisis-action planning support all mission areas. It identifies Army information operation capabilities and characteristics for inclusion into joint and Army development programs such as plans policies, capstone requirement documents, and the integrated priority list. It directs Army support to the entire Department of Defense computer network defense by synchronizing those efforts with Army G-3 specified operational requirements and priorities. It conducts Army computer network attack in support of assigned missions, and integrates Army capabilities to support U.S. Strategic Command. When directed, SMDC/ARSTRAT provides control and coordination of Army information operational forces and capabilities.*

adapt to a changing Army and nation. After the collapse of the Soviet Union and the end of the Cold War, the class felt they were also entering a new era with a need to adapt to a new Army and a nation looking forward to a “peace” dividend. Few military minds envisioned that within 10 years, the frontlines that followed the Iron Curtain would shift to the buildings, networks, and infrastructure of our own shores.

The information operations, or IO mission area has undergone many changes as the result of changes to the Unified Command Plan. To support the U.S. Strategic Command in its newly assigned mission to direct Department of Defense IO, the Army identified U.S. Space and Missile Defense Command/U.S. Army Forces Strategic Command as its service component.

### Information Operations – It’s About Will

Information operations provide the U.S. Department of Defense with the ability to influence an adversary’s will to fight, while protecting our forces and ensuring the integrity of the information used to make vital decisions that support our interests. The Defense Department IO consists of five core competencies: computer network attack/computer network defense, operations security, psychological operations, electronic warfare, and military deception. These core competencies, in concert with other specified and related capabilities, allow us to “influence, disrupt, corrupt, or usurp adversarial human and automated decision-making, while protecting our own.”

The five areas of IO each perform a particular function as they work together supported by operations security. Computer network operations and electronic warfare capabilities affect and defend the electromagnetic spectrum, information systems, and all information that supports decision-makers, including weapon systems, command and control, and automated responses. Psychological operations and military deception support IO efforts by influencing

“Guarding the New Frontier” is the title of Don Stiver’s painting commissioned for the 1993 graduating class of the Command and General Staff College. The painting features Soldiers keeping the peace at the frontier after the Civil War. From their mounts, they keep watch on a cold, snowy day, forgoing their comforts to protect others. The Soldiers were uncertain of what the future would hold and had to



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adversarial groups in the appropriate manner needed to protect American citizens.

## Our Higher Headquarters

Other articles within this edition explain the missions and objectives of U.S. Strategic Command located in Omaha, Neb. As the headquarters for the command, its IO is responsible for fully integrating Space control into DoD operations, thereby enabling combatant commanders to affect behavior of adversaries through IO and Space control. The commander of the information operations headquarters also serves as deputy commander, U.S. Strategic Command.

The internal divisions of the headquarters have the same IO purposes explained above: to ensure that the areas of responsibility of the command and the supporting systems work together in support of combatant commander plans and operations. These divisions work with combatant commanders to integrate strategic IO objectives and plans into theater plans and operations. The goal is to provide holistic target characterization and serve as the center for integrated planning and analysis.

Several external commands share the IO mission.

- Joint Information Operations Center (located in San Antonio, Texas) provides IO planning and execution support to joint force commanders, the joint staff, and the secretary of defense.
- Computer Network Attack (Planning and Integration) is responsible for identifying and offering effective advice on the capabilities and characteristics needed to integrate and support strategic and operational plans and operations. The director of the National Security Agency serves as deputy commander for the Computer Network Attack.
- Joint Task Force — Global Network Operations is a newly formed command formed to plan and direct the execution of global network operation missions. The director of the Defense Information Systems Agency will serve as its commander.

## Army Service Component Command

Both the theme article and Bill Furr’s article within this edition go into detail about the way SMDC/ARSTRAT (See IO, page 57)

## Changing? ... from Page 15

relate to each task. To identify the feasibility of a task, we must know what the specific requirements are, to what level they need to be accomplished, and we must identify the accompanying environmental conditions. However, until we know what tasks are to be accomplished, we cannot build the conditions and standards effectively. This process is ongoing, and is far from complete. As all of the tasks are better defined and the conditions surrounding them are identified, then we can accurately evaluate our progress and see whether we are accomplishing the tasks.

So what is the way ahead? The joint mission essential task list will soon be approved so that we can fully develop

the conditions and standards as they apply to each task. Once approved, we can help the MSEs and the supporting commands define and build their own mission essential tasks. Those tasks, in turn, become the supporting/command-linked tasks to the joint task list. When that is accomplished, we will have an effective task list to focus on what needs to be done to support the Command and successfully accomplish its mission.

It is SMDC that has changed, not Space.

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## IO ... from Page 23

supports U.S. Strategic Command's new missions. How does IO fit into this plan? Our IO plans, integrates, coordinates and advocates for the Army IO capabilities to support U.S. Strategic Command, the regional Army and joint force commanders. IO also develops and integrates Space capabilities in support of Army IO capabilities and missions.

Key responsibilities in support of the command are listed below. G-3 Plans and Information Operations will:

- Plan, coordinate and integrate Army IO capabilities and forces with the plans and operations of U.S. Strategic Command, and provide support to the operations center, the command's planning and operations area, global strike planning and the global strike planning elements.
- Provide support to special technical operations and relevant special access programs.
- Maintain situational awareness of Army IO resources and capabilities.
- Coordinate planning actions and operations with other Army support centers.
- Develop and brief command positions on joint and Army IO issues,

as well as execute the staff supervisory role over the planning, coordination and command and control of Army IO operations as required.

- Coordinate directly with all inside and outside command areas to accomplish specified Army-wide operational requirements, and act as the SMDC/ARSTRAT mission area integrator for IO.

- Identify desired IO capabilities, characteristics, and requirements, and advocate them to U.S. Strategic Command.

### Mission Area Interconnectivity

The IO mission is not conducted in a vacuum. It also provides support to other key mission areas, including global strike, missile defense, C4ISR, Space operations and special technical operation missions. It has a symbiotic relationship with Space control, which can sometimes lead to misunderstandings about the two mission areas. If a system or capability can potentially support both areas, the key discriminator in determining the mission area to support will be the primary intended effect. Space control contributes to our

ability to achieve information superiority and gain dominant maneuver. IO contributes to information dominance by affecting the adversary's human and automated decision-making ability and, ultimately, his will to fight.

### Conclusion

The IO mission continues to progress and mature as IO concepts and policies at the Department of Defense and joint levels change, then the Army IO vision and campaign plan will continue to evolve as it contributes its support of mission objectives. The main goal and challenge, however, is to remain flexible and keep focused on the ultimate objective: Guarding our new frontiers.

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