

Improving Intelligence Support to IO

By Robert J. Plevell, Major, USMC

Editorial Abstract: *The author describes how the IO and intelligence communities can successfully engage one another's requirements, support structures, and education systems. He recommends ways to integrate intelligence into the IO team, to provide the most effective planning and products.*

Concerning intelligence support, the IO community faces two primary challenges. The first involves the IO staff's lack of education on how to effectively engage the intelligence support structure, and subsequently what exactly to request, to facilitate effective IO planning. That challenge is currently addressed within the Joint Information Operation Planning Course (JIOPC), in response to the Secretary of Defense's IO Roadmap of 2003.¹ The second challenge regarding intelligence support to IO involves training and education shortcomings, especially in Service intelligence schools, and specifically what intelligence professionals must understand to effectively support IO.² The Services provide intelligence analysts to joint commands to populate their joint manning documents. Therefore, it is incumbent upon the Services to develop the appropriate curriculum or program of instruction supporting the entry-level enlisted and officer Service intelligence schools, to meet the joint force commander's operational needs.³ A viable solution to this shortfall is to integrate intelligence analysts into the IO staff, to develop a first hand understanding of the IO staff's requirements. While describing the appropriate training curriculum is beyond the scope of this article, it can serve as a primer to facilitate discussion on the topic, and emphasize the need for intelligence analysts to provide direct IO staff support.

Our training and education institutions must educate intelligence personnel on how to effectively support IO. At present, entry-level enlisted and officer service intelligence schools do not provide the necessary depth in IO training.⁴ This shortfall not only affects intelligence analysts who provide direct support to an IO staff, but those assigned to the Joint Intelligence Operations Center (JIOC) / Joint Intelligence Center (JIC) or Joint Intelligence Support Element (JISE). Combatant commanders and joint task forces often task these two organizations to develop IO products and assessments.

We must reemphasize the IO training requirement in the services' entry-level enlisted and officer intelligence schools. An IO staff will not receive intelligence support solely from intelligence analysts specifically tasked to support IO. It is highly likely the IO staff will not have sufficient intelligence personnel, and will need external support. Therefore, they must anticipate support from the JIOC/JIC or JISE intelligence personnel, making it essential these analysts also receive appropriate IO training. Additionally, there are only a small number of schools that currently address intelligence support to IO within the Services and joint community.⁵ Not every



IO training starts in the entry-level classroom. (US Army)

intelligence analyst supporting joint operations attends these schools, and it is highly probably many analysts assigned to IO staff support will not attend these schools. This situation further supports the case that service intelligence schools should provide adequate IO training at the entry-level.

In addition to having basic skills necessary for effective intelligence analysis, e.g., intelligence preparation of the battlespace (IPB) training, knowledge of the request for information (RFI) process, etc.—all of which should be taught within basic intelligence schools—an intelligence professional should also be trained in two other categories which directly correlate to an analyst's capability to support to IO:

- A detailed understanding of the theoretical construct of the information environment, the relationship between the three dimensions (physical, information and cognitive) existing within it, and how to apply this construct in any given mission or theater of operations.⁶

- A broad understanding of each core, supporting and related IO capability, which would provide an analyst general knowledge of what intelligence products, plus intelligence and information requirements, are needed to support them.

Mastering these two categories will greatly enable an intelligence analyst's participation in IO planning and development of IO-specific RFIs. For those intelligence analysts working in the JIOC/JIC or JISE, understanding the information environment plus IO capabilities enables them to understand what is being requested and why; thereby improving their ability to provide IO intelligence support. In both cases, training in these two major categories should lead

to more accurate and timely intelligence support to the IO staff, and in turn increase effectiveness of IO plans and initiatives supporting the commander's objectives.

Incorporating a few intelligence analysts within the IO staff is the most effective technique to ensure effective intelligence support to IO. There are three primary advantages to assigning them in a direct support role:

- First, by participating in IO planning, intelligence personnel gain insight in to the mindset of the IO staff and the environment they must affect.

- Second, intelligence personnel should understand the command's organic intelligence organization and intelligence capabilities, so as to provide the IO staff with a realistic understanding of the time frame needed to receive J-2 products, or whether the J-2 can satisfy the requirement internally.

- Third, it is likely intelligence personnel will have a personal and professional relationship with JIOC/JIC or JISE personnel, thereby facilitating more effective and rapid intelligence support to the IO staff.

If a command is unable to assign intelligence analysts to the IO staff in a direct support role, or there are not enough of them, it is incumbent on IO personnel to learn how to use the local RFI process. They must clearly articulate intelligence requirements to enable the J-2 support apparatus to work effectively on their behalf. As stated above, the JIOPC provides this understanding to IO planners. It is also the IO staff members' responsibility to gain an understanding of the command's intelligence organization and capabilities, and to establish professional and personal relationships to facilitate successful IO planning and execution.

Intelligence support to information operations does have its challenges, but the necessary intelligence processes and organizations already exist. Therefore, it is every IO staff member's responsibility to know, understand and exploit these to effectively plan and integrate IO into the joint force commander's operational plans and orders. However, the primary challenge is to provide intelligence analysts with the required education necessary to effectively support IO planning and execution. It is incumbent upon the services to provide IO training in their respective entry-level schools to enable the most effective IO support. Though direct intelligence support is ideal, this current training shortfall makes it even more critical for worldwide J-39 leaders to include fully integrated intelligence analysts on their IO staffs.

Notes

¹ For additional details on the JIOPC and its origin, see "Information Operations Planning at JFSC" by John C. McCabe, Captain, USN (*IO Sphere*, Winter 2005), pages 24-25.

² For example, the Air Force (1N4) Analyst course and the Army (98C) Analyst course both teach basic knowledge and principles concerning IO. The 1N4 course spends ~2.5 hrs and the 98C course spends ~0.5 hr on IO. The Army's Military Intelligence Officer Basic Course (MIOBC) does not address IO within its program of instruction. The Navy and Marine

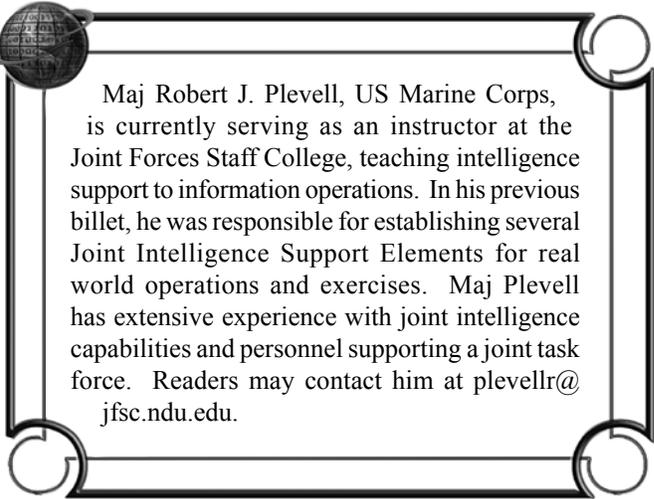
Analysis and Reporting Course (NMARC) spends ~2.0 hours on basic knowledge and principles concerning IO and ~2.5 hours are spent teaching Support to Military Operations.

³ It is certainly recognized that IO training provided at the entry-level enlisted and officer Service intelligence schools benefit a Service component's ability to support IO. However, the focus of this article, in addition to identifying the need for effective IO training and education within the Service intelligence schools, is discussing the benefits of effective intelligence support to IO from the joint force perspective.

⁴ Most likely, this will be the services' enlisted and officer intelligence MOS/AFSC-producing schools.

⁵ The Information Assurance Technology Analysis Center (IATIC) sponsored The Joint Information Operations Integrated Training and Exercise Roadmap & Investment Strategy—Joint IO Training and Exercise Area Assessment Study, dated May 14, 2004. Appendix A contains an inventory of IO courses. There are several courses listed that support each respective IO capability. Those that are addressed as "courses related to full-spectrum IO" that were created to focus on educating intelligence analysts, pending a review of the curriculum or POI, could be up to six. Since then, at least one additional course could be added – the IS2IO course sponsored by USJFCOM.

⁶ The information environment is "the aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information." (Joint Pub 1-02) The current Joint Pub 3-13, dated 13 February 2006, has adopted a model depicting the Information Environment consisting of the three dimensions, i.e., the physical, informational and cognitive dimensions. The three dimension model was adopted from the Department of Defense Command and Control Research Program (DOD CCRP) three domain model. Further information about DOD CCRP's three domain model can be found in *Understanding Information Age Warfare*, by David S. Alberts, John J. Garstka, Richard E. Hayes, and David A. Signori (DOD Command and Control Research Program, Washington D.C., August 2001, pages 10-14) 



Maj Robert J. Plevell, US Marine Corps, is currently serving as an instructor at the Joint Forces Staff College, teaching intelligence support to information operations. In his previous billet, he was responsible for establishing several Joint Intelligence Support Elements for real world operations and exercises. Maj Plevell has extensive experience with joint intelligence capabilities and personnel supporting a joint task force. Readers may contact him at plevellr@jfsc.ndu.edu.