



Department of Defense INSTRUCTION

NUMBER 3608.12

November 4, 2005

Incorporating Change 1, December 6, 2011

USD(P)

SUBJECT: Joint Information Operations (IO) Education

- References:
- (a) Section 113 and 138 of title 10, United States Code
 - (b) Information Operations Roadmap, October 30, 2003¹
 - (c) Program Budget Decision 706C, December 16, 2003²
 - (d) Unified Command Plan 2004, March 1, 2005³
 - (e) Deputy Secretary of Defense Memorandum, September 3, 2004
 - (f) DoD 8910.1-M, "DoD Procedures for Management of Information Requirements," June 1998
 - (g) Secretary of Defense Memorandum, "Track Four Efficiency Initiative," March 14, 2011

1. PURPOSE

Under the authority of reference (a), this Instruction assigns responsibilities for Joint Information Operations (IO) education consistent with reference (b) and establishes a Board of Advisors (BoA) for Joint IO education.

2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components").

¹ This classified document may be obtained from the Office of the Under Secretary of Defense for Policy, Deputy Assistant Secretary of Defense for Resources and Plans.

² This classified document may be obtained from the Office of the Director, Program Analyses and Evaluation, Information Management and Analysis Group.

³ This classified document may be obtained from the Chairman, Joint Chiefs of Staff, Joint Staff Strategic Plans and Policy Directorate (J-5).

3. DEFINITIONS

3.1. Functional Proponent. The OSD Principal Staff Assistant responsible for policy and oversight of a particular functional area.

3.2. Information Operations (IO). The integrated employment of the core capabilities of Electronic Warfare, Computer Network Operations, Psychological Operations, Military Deception and Operations Security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision-making while protecting our own.

3.3. Operational Advocate. The Commander of a Combatant Command responsible for advocating a particular functional area on behalf of the Combatant Commands.

4. POLICY

It is DoD policy that:

4.1. Joint IO education programs support the transformation of IO into a core military competency.

4.2. Professional Military Education and Joint Professional Military Education programs expand knowledge of IO in the Military Services.

4.3. Joint IO planners courses and Joint IO Graduate Education programs be created to educate the IO career force.

4.4. A BoA shall oversee Joint IO education. A subordinate working group shall manage routine activities of the BoA. See enclosure 2.

5. RESPONSIBILITIES

5.1. The Under Secretary of Defense for Intelligence shall:

5.1.1. Designate a general officer (GO), flag officer (FO), or member of the senior executive service (SES) or Defense Intelligence Senior Leader (DISL) to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.1.2. Serve as the Department of Defense's functional proponent and coordinate with the Chairman of the Joint Chiefs of Staff and the Military Departments to facilitate the U.S. Strategic Command's operational advocacy of Joint IO education programs.

5.1.3. Publish appropriate guidance for education of the IO career force.

5.2. The Under Secretary of Defense for Policy, the Under Secretary of Defense for Acquisition and Technology, and the Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer shall designate a GO/FO/SES/DISL to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.3. The Under Secretary of Defense for Personnel and Readiness shall:

5.3.1. Designate a GO/FO/SES/DISL to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.3.2. Develop policy and oversee support to IO through the Joint Knowledge Development and Distribution Capability.

5.4. The Secretaries of the Military Departments shall:

5.4.1. Designate a GO/FO/SES/DISL to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.4.2. Select individuals for assignment to Joint IO education programs and award appropriate Service skill identifiers/specialty codes/special experience identifiers for graduates of Joint IO education programs.

5.4.3. Provide recommendations to the BoA for improvement of Joint IO education.

5.4.4. Specify education requirements for Service IO billets.

5.4.5. Provide resources associated with the IO Center of Excellence operations and related activities on a reimbursable basis. See Program Budget Decision 706C (reference (c)).

5.4.6. Provide updated IO training course information to the United States Forces Command (USJFCOM) Joint Training Course Database according to Joint Staff guidance.

5.5. The Chairman of the Joint Chiefs of Staff shall:

5.5.1. Designate a GO/FO/SES/DISL to serve as co-chair of the BoA and provide an O6/GS-15-level co-chair to the BoA Working Group.

5.5.2. Update IO learning areas to be included in Joint Staff guidance, as required.

5.5.3. Coordinate with the Commanders of the Combatant Commands to provide Joint IO education requirements for integration into Joint IO education programs.

5.5.4. Coordinate with the Commanders of the Combatant Commands and the Secretaries of the Military Departments to identify graduates of Joint IO education programs in military personnel records.

5.5.5. Assist the Commander, United States Strategic Command (USSTRATCOM) with obtaining coordination from the Combatant Commands, Secretaries of the Military Departments and Directors of Defense Agencies to specify education requirements for Joint IO billets that require graduates of the Joint IO education programs.

5.5.6. Develop distributed courseware to support Joint IO education and training programs through the Joint Knowledge Development and Distribution Capability, as required.

5.6. The Commander, U.S. Strategic Command, through the Chairman of the Joint Chiefs of Staff, shall:

5.6.1. Serve as the operational advocate for Joint IO education, consistent with responsibilities assigned in the Unified Command Plan (reference (d)).

5.6.2. Designate a (GO/FO/SES/DISL) to co-chair the BoA and provide an O6/GS-15-level chair for the BoA Working Group.

5.6.3. Designate a Secretariat to manage the activities and action items and develop the agenda for the BoA and the BoA Working Group.

5.6.4. Host IO education curriculum review conferences and attend the Joint Faculty Education Conferences, as required.

5.6.5. Provide recommendations to the BoA to improve Joint IO education programs.

5.6.6. Advise the Military Education Coordination Council on Joint IO education and training initiatives.

5.7. The Commander, U.S. Joint Forces Command, through the Chairman of the Joint Chiefs of Staff, shall:

5.7.1. Receive updated IO training course information from the Military Departments, and joint training programs, and input to USJFCOM's Joint Training Course Database, according to Joint Staff guidance. Coordinate input with the President, Joint Forces Staff College.

5.7.2. Provide an O-6/GS-15-level representative to the BoA Working Group.

5.8. The Commander, U.S. Special Operations Command (USSOCOM) shall:

5.8.1. Designate a GO/FO/SES/DISL to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.8.2. Provide recommendations to the BoA to improve Joint IO education.

5.8.3. Specify education requirements for USSOCOM IO billets.

5.9. The Commanders of the Combatant Commands, through the Chairman of the Joint Chiefs of Staff, shall:

5.9.1. Provide an O-6/GS-15-level representative to the BoA Working Group, as required.

5.9.2. Provide Joint IO educational requirements to Commander, USSTRATCOM for integration into Joint IO education programs.

5.9.3. Specify education requirements for Joint IO billets under their command.

5.9.4. Provide recommendations to the BoA to improve Joint IO education.

5.10. The President, National Defense University, through the Chairman of the Joint Chiefs of Staff shall:

5.10.1. Designate the Joint Forces Staff College to develop and conduct a Joint IO planners course to prepare students to integrate IO into plans and orders on joint warfighting staffs.

5.10.2. Designate a GO/FO/SES/DISL to serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.10.3. Advocate and solicit resource requirements to achieve Joint IO standards of learning in Joint Staff guidance. Incorporate Joint IO education requirements at the Joint Forces Staff College into the Programming, Planning, Budgeting, and Execution System.

5.10.4. Provide recommendations to the BoA to improve Joint IO education.

5.10.5. Coordinate with the Commander, USJFCOM to identify all DoD IO courses in the Joint Training Course Database.

5.10.6. Validate and recommend to the BoA any Joint or Service IO courses that may serve as substitutes for the Joint IO planners course.

5.10.7. Conduct an annual Joint IO course for allied students consistent with current security requirements.

5.11. The President, Naval Postgraduate School (NPS), through the Chairman of the Joint Chiefs of Staff, shall:

5.11.1. Establish the DoD IO Center of Excellence. Develop and maintain a graduate-level program in Joint IO education according to the Deputy Secretary of Defense Memorandum dated September 3, 2004 (reference (e)).

5.11.2. Serve as a BoA member and provide an O6/GS-15-level representative to the BoA Working Group.

5.11.3. Host regular conferences to explore the growing complexity and opportunities associated with IO.

5.11.4. Provide assistance to Joint IO doctrine development and innovation through analysis, research, and evaluation of commercial developments.

5.11.5. Publish a Joint IO professional journal. Develop and maintain an IO reference library accessible to on-line users consistent within current security regulations/directives.

5.11.6. Identify resource requirements to achieve IO education standards and submit requirements to the Department of the Navy.

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

7. SUMMARY OF CHANGE 1. In accordance with the March 14, 2011 Secretary of Defense Memorandum (reference (g)), the report entitled “Annual Reviews of Joint Information Operations Education Programs” and all references to this report were removed from the issuance following the Report Studies, Boards and Commissions Study Group’s determination that it is non-essential. The proponent of this issuance was administratively changed from the Under Secretary of Defense for Intelligence to the Under Secretary of Defense for Policy (USD(P)).

8. EFFECTIVE DATE

This Instruction is effective immediately.



Stephen A. Cambone

Enclosures – 1

E1. Charter for the Joint IO Education Board of Advisors (BoA)

E1. ENCLOSURE 1

CHARTER FOR THE JOINT IO EDUCATION BOARD OF ADVISORS (BoA)

E1.1. PURPOSE

This Charter establishes the mission, functions, and administration for a BoA that provides senior leadership and guidance for Joint IO education.

E1.2. BACKGROUND

E1.2.1. In September 2004, the Deputy Secretary signed a memorandum (reference (e)), formally designating NPS as the DoD IO Center of Excellence to provide graduate-level education in full spectrum IO. The NPS will sponsor short courses and seminars for senior leaders, and provide assistance to joint doctrine development and innovations in IO research and analysis. The Joint Forces Staff College was also directed to establish a Joint IO Planners Course by the Deputy Secretary (reference (e)).

E1.2.2. To ensure combatant command advocacy for Joint IO education, the IO Roadmap Executive Committee recommended in April 2004 that a charter with a BoA be established to document the responsibilities and authorities concerning Joint IO education.

E1.3. MISSION

The BoA for Joint IO education shall provide guidance to ensure Joint and Service IO education develops a trained and ready IO career force and an appreciation of IO in the Military Services to support the Secretary's objective of making IO a core military competency.

E1.4. FUNCTIONS

The BoA will:

E1.4.1. Coordinate with the Commanders of the Combatant Commands, the Secretaries of the Military Departments, and the Directors of the Defense Agencies to identify IO education requirements for Joint IO billets for graduates of the Joint IO Education Program.

E1.4.2. Forward combatant commands education requirements for integration into Joint IO education.

E1.4.3. Provide resource recommendations for Joint IO education requirements.

E1.4.4. Coordinate with Commanders of the Combatant Commands and Directors of the Defense Agencies to ensure Joint IO requirements are integrated into Joint IO curriculum.

E1.4.5. Conduct a biennial review of IO education to determine sufficiency.

E1.4.6. Provide an annual update on the status of IO education through the Chairman of the Joint Chiefs of Staff to the Deputy Secretary of Defense.