

CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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J-3
DISTRIBUTION: A, B, C, J

CJCSI 5125.01
1 September 2011

CHARTER OF THE JOINT INFORMATION OPERATIONS WARFARE CENTER

Reference(s): See Enclosure B.

1. Purpose. To establish the Joint Information Operations Warfare Center (JIOWC) as a Chairman-controlled activity (CCA) under the supervision of the Joint Staff Director for Operations (J-3) and define the mission and functions of the JIOWC.
2. Cancellation. Not applicable, new instruction.
3. Applicability. This instruction applies to the Joint Staff, the Services, combatant commands, and combat support agencies.
4. Policy. This instruction provides the JIOWC charter. It is the foundation for all JIOWC activities.
5. Definitions. See Enclosure GL, Glossary.
6. Responsibilities. Functions and responsibilities of the JIOWC are provided in Enclosure A.
7. Relationships. JIOWC relationships are discussed in Enclosure A.
8. Authorities. Reference a authorizes establishment of this activity. JIOWC authorities are discussed in Enclosure A.
9. Procedures. JIOWC procedures are discussed in Enclosure A.
10. Releasability. This instruction is approved for public release; distribution is unlimited. Department of Defense (DOD) components (to include the combatant commands), other federal agencies, and the public may obtain

copies of this instruction through the Internet (reference b).

11. Effective Date. This instruction is effective 1 October 2011.



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Director, Joint Staff

Enclosure(s):

A - Charter of the Joint Information Operations Warfare Center
B - References
GL - Glossary

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ENCLOSURE A

CHARTER OF THE JOINT INFORMATION OPERATIONS WARFARE CENTER

1. Introduction. Adversaries leverage multiple communications platforms to proselytize, recruit, fund, exercise command and control, share tradecraft, and perpetuate their ideology. Understanding the increasing complexity of the information environment and the compelling need to leverage information effectively as an element of national power is critical to achieving the Department's military objectives. DOD policies recognize that information capabilities, including, but not limited to, operations security (OPSEC), computer network operations, military information support operations (MISO), and military deception (MILDEC), can be developed and employed as traditional military activities in operational environments.

2. Background

a. In 2010, the Secretary of Defense directed a Front End Assessment (FEA) of Strategic Communication (SC) and Information Operations (IO) within the Department of Defense to address the role and mission, definitions, management, resources, training and education of these two areas. The Secretary of Defense approved the following SC/IO FEA recommendations:

(1) Assign Joint Staff as the joint proponent for IO.

(2) Assign or maintain individual capability responsibilities to combatant commands: MISO (USSOCOM); Cyberspace Operations and Electronic Warfare (USSTRATCOM); and MILDEC and OPSEC (Joint Staff).

(3) Realign elements of the JIOWC under the Joint Staff.

(4) The Chairman of the Joint Chiefs of Staff (CJCS) will evaluate joint IO education and training to ensure combatant command requirements are met satisfactorily within the joint education and training system.

b. The Secretary of Defense assigned proponentcy for MILDEC to the Joint Staff. Joint Staff J-39 Deputy Director for Global Operations (DDGO)/Special Activities Division has primary responsibility for this mission and will work directly with JIOWC/MSD and with the Defense MILDEC Program Office as primary stakeholders to ensure community wide equities are maintained and synchronized.

3. References. See Enclosure B to this instruction.

4. Definitions. See Enclosure GL to this instruction.
5. JIOWC Mission. Support the Joint Staff in improving DOD ability to meet combatant command information-related requirements, improve development of information-related capabilities, and ensure operational integration and coherence across combatant commands and other DOD activities. In order to accomplish this mission, under the direction of the DDGO, the JIOWC will:
 - a. Provide IO subject matter expertise and advice to the Joint Staff and combatant commands;
 - b. Facilitate combatant command and Service collaborative efforts to identify and develop joint IO concepts and solutions;
 - c. Develop and maintain a joint IO assessment framework that measures and reports performance of information-related capabilities supporting joint operations;
 - d. Assist in advocating for and integrating combatant command IO requirements as required; and,
 - e. Assist in coordinating IO force development requirements.
6. Authority. The Director, JIOWC reports to the Joint Staff, Director for Operations (J-3) via the DDGO (J-39). Supervisory chains and staff coordination requirements are in accordance with applicable JCS policies, procedures, and instructions.
7. JIOWC Organization and Management
 - a. The JIOWC is established under the authority of the Secretary of Defense as a CCA. CCAs are specialized organizations designed to address unique areas that are of joint interest. The JIOWC supports the Joint Staff and combatant commands in DOD efforts to integrate joint information-related capabilities.
 - b. The JIOWC joint table of distribution is reviewed and managed by the Joint Staff Manpower and Personnel Directorate (J-1).
 - c. JIOWC staffing is tailored to ensure current operational expertise in IO is drawn from across the Services.
 - d. The JIOWC Director is a member of the Senior Executive Service who is rated by the Director for Operations, Joint Staff J-3.

e. The JIOWC Deputy Director will be an O-6 on a 3-year rotational basis among the Services.

f. When allied officers serve at the JIOWC, their status, activities, job description, and disclosure limitations will be coordinated with the Joint Staff J-39 and conform to current DOD directives.

g. Figure 1 illustrates the JIOWC structure.

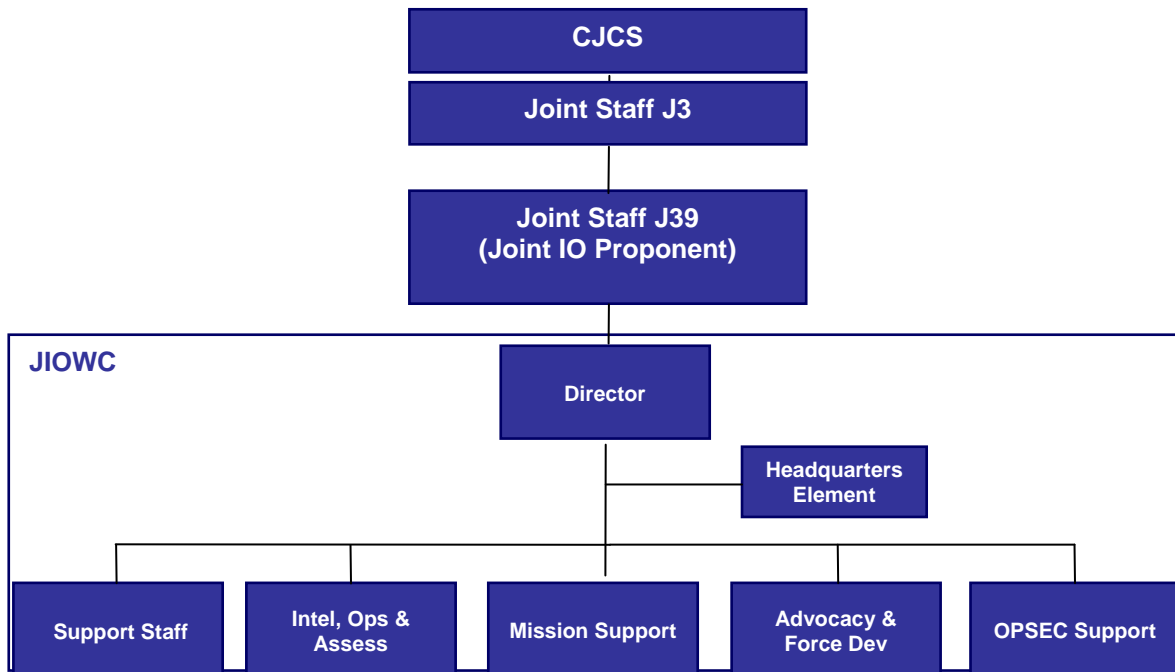


Figure 1. Structure

8. JIOWC Functions. As the principal activity supporting the Joint Staff's responsibility as the joint IO proponent, the JIOWC will:

a. Provide combatant commands with the assessment tools and processes needed to evaluate the performance and effectiveness of IO. Consolidate and aggregate joint IO assessment and report results to Joint Staff.

b. Provide operational support to the Joint Staff, military Services, and DOD agencies to assist in coordinating and integrating DOD IO operational support for joint commanders.

c. Prioritize, coordinate, and integrate joint OPSEC requirements and capabilities.

d. Facilitate sharing of IO best practices across the joint IO force.

- e. Assist in the development of a joint IO force development (training and education) strategy to provide the foundation of a comprehensive and adaptable joint IO learning continuum.
- f. Support information-related integration and assessment functions with tailored intelligence and support the integration of intelligence into information-related requirements and capabilities.
- g. Provide OPSEC support to combatant and joint force commanders through integration of OPSEC into operational plans and exercises.
- h. Provide staff-level OPSEC program development and training, and survey/assessments as directed.
- i. Provide MILDEC support to current operations under the direction of DDGO.
- j. Support mission tasking for activities conducted within special access programs (SAPs) and under alternative compensatory control measures (ACCM) as directed by the Joint Staff.

9. JIOWC Responsibilities

- a. Support the Chairman, through the DDGO, with IO expertise.
- b. Maintain cognizance of the research, developmental activities, demonstration activities, and IO programs of the Services, DOD activities, and other governmental agencies.
- c. Administer and execute JIOWC controlled funds in coordination with the DDGO. Develop Program Objective Memorandum (POM) and budget submissions in the format required by the Joint Staff for the JIOWC operating budget.
- d. Assist in identifying joint education and training needs to optimize operations within the information environment.
- e. Maintain visibility on requirements, resources, and capabilities to assess whether or not proposed solutions contribute to delivering joint information-related capabilities to the combatant commanders. In accordance with established guidance, provide recommendations to combatant commanders on how to best update requirements.
- f. Establish and maintain a security function capable of handling all levels of classification and sensitivity, including special access requirements.

- g. Administer and enforce security matters associated with the JIOWC in accordance with regulatory guidance and statutes.
- h. Maintain coordination and liaison with the Service Executive Agent (EA).
- i. Maintain Special Technical Operations facility and all associated equipment in accordance with previous guidance.

10. JIOWC Relationships

a. In the performance of assigned responsibilities, and consistent with security policy, the Director JIOWC shall exchange information and advice in the field of assigned responsibility with all the DOD Components, other U.S. government activities, and non-DOD research institutions, including private business entities, educational institutions, allies, or foreign partners.

b. Figure 2 depicts JIOWC relationships.

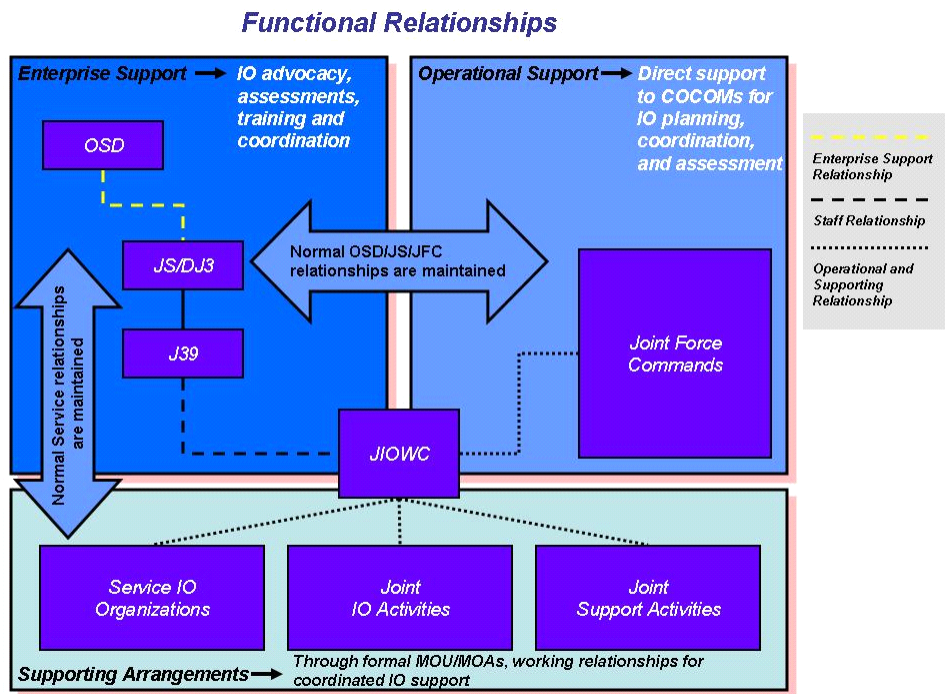


Figure 2. JIOWC Functional Relationships

c. At the direction of the DDGO, the Director, JIOWC, is authorized to enter and maintain memoranda of understanding or agreement with other organizations.

12. EA and Location. Pursuant to reference c, the Chief of Staff, United States Air Force, is designated as the EA to provide administrative support and civilian personnel services for the JIOWC. Joint Staff will execute Program

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POM responsibilities until Program Execution Codes can be realigned in a way that allows a Service to act as EA for POM issues. The JIOWC will be located at Lackland AFB, Texas.

ENCLOSURE B

REFERENCES

- a. SecDef memorandum, 25 January 2011, "Strategic Communication and Information Operations in the DoD"
- b. from the CJCS Directives Home Page--http://www.dtic.mil/cjcs_directives
- c. DOD Directive 5101.1, 3 September 2002 "DoD Executive Agent"

SUPPORTING DOCUMENTATION

SecDef memorandum, 6 December 2010, "Request for Support of Funding and Authorities to Conduct Information Operations"

SecDef memorandum, 3 December 2010, "Changing the Term Psychological Operations (PSYOP) to Military Information Support Operations (MISO)"

USD(P) action memorandum, 19 October 2010, "Conclusions of the Strategic Communication and Information Operations Front-End Assessment"

SecDef memorandum, 20 August 2010, "Guidance on DOD Efficiency Initiatives with Immediate Applications"

SecDef memorandum, 16 August 2010, "Department of Defense (DOD) Efficiency Initiatives"

USD(I) memorandum, 15 August 2009, "Intelligence Support to Information Operations Study"

USJFCOM report, 31 August 2010, "Joint Information Operations Force Optimization Study (JIOFOS) Final Report"

DOD Directive 3600.1, 14 August 2006, "Information Operations"

DOD Directive 5205.02, 6 March 2006, Operations Security (OPSEC) Program

DOD Instruction 3608.11, 4 November 2005, "Information Operations Career Force"

DOD Instruction 3608.12, 4 November 2005, "Joint Information Operations Education"

DOD Manual 5205.02-M, 3 November 2008, "DOD Operations Security (OPSEC) Program Manual"

CJCSI 3210.01B series, "Joint Information Operations Policy" (Secret)

CJCSI 3211.01E series, 1 October 2010, "Joint Policy for Military Deception"

CJCSI 3213.01C series, "Joint Operations Security"

CJCSI 5120.02B series, "Joint Doctrine Development System"

CJCSM 1630.01 series, "Joint Information Operations Force"

Joint Publication (JP) 1-02, 8 November 2010 (as amended through 15 April 2011), "DOD Dictionary of Military and Associated Terms"

JP 2-0, 22 June 2007, "Joint Intelligence"

JP 3-0, 17 September 2006, incorporating change 2 22 March 2010, "Joint Operations"

JP 3-13, 13 February 2006, "Information Operations"

JP 3-13.3, 29 June 2006, "Operations Security"

JP 3-13.4, 13 July 2006, "Military Deception"

United States Army Campaign Plan, Change 5, 2008

United States Code 10 § 153a, Armed Forces, Chairman: Functions

GLOSSARY

PART I - ACRONYMS

AFB	Air Force Base
CCA	Chairman Controlled Activity
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
DDGO	Deputy Director for Global Operations (Joint Staff)
DOD	Department of Defense
EA	Executive Agent
FEA	front end assessment
IO	Information Operations
JIOWC	Joint Information Operations Warfare Center
JMD	joint manning document
MILDEC	Military Deception
MISO	Military Information Support Operations
OPSEC	Operations Security
POM	Program Objective Memorandum
SC	Strategic Communication
SC/IO FEA	Strategic Communication/Information Operations Front End Assessment
USG	United States Government
USSTRATCOM	United States Strategic Command
USSOCOM	United States Special Operations Command

PART II - DEFINITIONS

activity - 1. A unit, organization, or installation performing a function or mission, e.g., reception center, redistribution center, naval station, naval shipyard. 2. A function, mission, action, or collection of actions.

assessment - 1. A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations. 2. Determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. 3. Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity. 4. Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents.”

capability - The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

CJCS controlled activity - An activity that meets all of 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 EA; 4. is a multi-Service activity that performs a joint mission; 5. has a joint manning document (JMD) reviewed and managed by the Joint Staff/J-1 that contains multi-Service positions; and, 6. may have JDA positions that meet and are recommended by the JDAL Validation Board. Also called a Chairman-controlled activity (CCA).

combatant command - A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the CJCS. Combatant commands typically have geographic or functional responsibilities.

combatant commander - A commander of one of the unified or specified combatant commands established by the President.

command relationships - The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support.

course of action - 1. Any sequence of activities that an individual or unit may follow. 2. A possible plan opens to an individual or commander that would accomplish, or is related to the accomplishment of the mission.

3. The scheme adopted to accomplish a job or mission. 4. A line of conduct in an engagement. 5. A product of the Joint Operation Planning and Execution System concept development phase and the COA determination steps of the joint operation planning process. Also called COA.

educating - The ability to convey general bodies of knowledge and develop habits of mind applicable to a broad spectrum of endeavors.

executive agent (EA) - A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Designation as EA, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the EA. An EA may be limited to providing only administration and support or coordinating common functions or it may be delegated authority, direction, and control over specified resources for specified purposes. Also called EA.

force - 1. An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. 2. A major subdivision of a fleet.

force management - The ability to integrate new and existing human and technical assets from across the Joint Force and its mission partners to make the right capabilities available at the right time and place to support National security. Consists of global force management, force configuration, and global posture execution.

functions - The appropriate or assigned duties, responsibilities, missions, or tasks of an individual, office, or organization. As defined in the National Security Act of 1947, as amended, the term "function" includes functions, powers, and duties.

information - Facts, data, or instructions in any medium or form with context comprehensible to the user.

information operations (IO) - The integrated employment, during military operations, of information-related capabilities 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. Also called IO.

joint - Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate.

joint functions - Related capabilities and activities grouped together to help joint force commanders synchronize, integrate, and direct joint operations. Functions that are common to joint operations at all levels of war fall into six basic groups – command and control, intelligence, fires, movement and maneuver, protection, and sustainment

joint information operations planner - A member of the Joint IO Force possessing functional expertise with integrating IO capabilities into joint operation planning and execution system efforts, and who has successfully completed the Joint IO Planners Course.

Joint Staff - (capitalized as Joint Staff) The staff under the CJCS as provided for in Title 10, United States Code, Section 155. The Joint Staff assists the CJCS and, subject to the authority, direction, and control of the CJCS and the other members of the Joint Chiefs of Staff in carrying out their responsibilities. Also called JS.

joint manpower document - The document that reflects an activity's tasks, functions, organization, current and projected manpower needs and, when applicable, its required mobilization augmentation. Also called JMD.

joint operations - A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not establish joint forces.

joint proponent - A Service, combatant command, or Joint Staff directorate assigned coordinating authority to lead the collaborative development and integration of joint capability with specific responsibilities designated by the Secretary of Defense.

joint publication - A publication containing joint doctrine that is prepared under the direction and authority of the CJCS and applies to all US military forces. Also called JP.

joint training - Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine or tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational, or tactical requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions.

military deception - Actions executed to deliberately mislead adversary military, paramilitary, or violent extremist organization decision makers, thereby causing the adversary to take specific actions (or inactions) that will contribute to the accomplishment of the friendly mission. Also called MILDEC.

Military Department - One of the departments within the DOD created by the National Security Act of 1947, as amended.

military information support operations (MISO) - 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. The purpose of MISO is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called MISO.

mission - 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task.

other government agency - Within the context of interagency coordination, a non-DOD agency of the United States Government (USA). Also called OGA.

operational level of war - The level of war at which campaigns and major operations are planned, conducted, and sustained to achieve strategic objectives within theaters or other operational areas. Activities at this level link tactics and strategy by establishing operational objectives needed to achieve the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events.

operations security - A process of identifying critical information and subsequently analyzing friendly actions attendant to military operations and other activities to: a. identify those actions that can be observed by adversary intelligence systems; b. determine indicators that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and c. select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. Also called OPSEC.

program objective memorandum - The primary programming document submitted by major DOD components, including the Services, Defense agencies and other resource sponsors, recommending military structure and programs that best achieve the capabilities described in the Defense Planning Guidance and remaining within the overall funding limits for fiscal guidance. Also called POM.

strategic communication - Focused USG efforts to understand and engage key audiences in order to create, strengthen, or preserve conditions favorable for the advancement of USG interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power. Also called SC.

supported commander - 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to the requirements of the CJCS. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

task - An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.

training - Instruction and applied exercises for acquiring and retaining skills, knowledge, and attitudes required to complete specific tasks.



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