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Information Operations Roadmap

30 October 2003

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1. Secretary's Foreword (U)

(U) The Information Operations Roadmap provides the Department with a plan to advance the goal of information operations as a core military competency. It provides a common framework for understanding IO, and policies and procedures to empower Combatant Commanders with authority to plan and integrate IO. It consolidates oversight, advocacy, and analytic support for IO. It calls for a dedicated work force and improved training and education for IO. Lastly, it mandates innovative organizational structures that advance operational capabilities to keep pace with warfighter needs and support defense transformation. Like any plan, it will evolve over time as the Department gains experience through implementation. For that reason, I will review the implementation effort after one year and the plan will be adjusted as appropriate.

(U) The Roadmap stands as another example of the Department's commitment to transform our military capabilities to keep pace with emerging threats and to exploit new opportunities afforded by innovation and rapidly developing information technologies. The recommendations in the Information Operations Roadmap begin the process of developing IO into a warfighting capability that will enable Combatant Commanders to target adversary decision-making while protecting our own.

(U) I approve the Roadmap recommendations and direct the Services, Combatant Commands and DoD Agencies to fully support implementation of this plan.

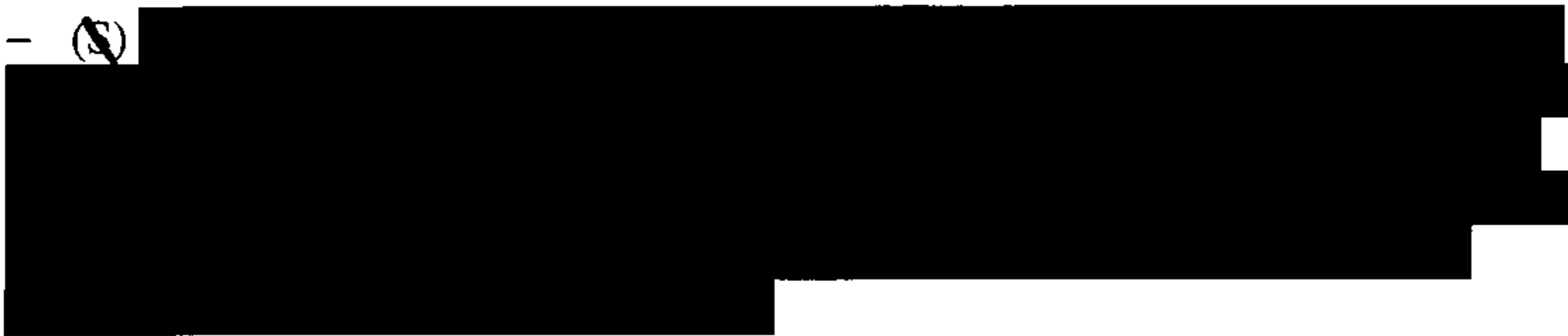
Original Signed

Donald H. Rumsfeld
Secretary of Defense

2. IO Roadmap Charter (U)

- (U) The 2001 Quadrennial Defense Review identified Information Operations (IO) as one of the six critical operational goals that focus transformation efforts within DoD. It required the Department to treat IO, along with intelligence and space assets, not simply as an enabler of current military forces, but rather as a core capability of future forces.
- ~~(S)~~ Subsequently, the Defense Planning Guidance (DPG) for FY2004-2009 directed that IO become a core military competency, fully integrated into deliberate and crisis action planning and capable of executing supported and supporting operations. The DPG encapsulated expected output from the Roadmap as follows:

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A. Approach (U)

- (U) Mandate. The DPG assigned the Under Secretary of Defense (Policy) [USD(P)], in coordination with the Assistant Secretary of Defense (Command, Control, and Communications) and the Chairman, Joint Chiefs of Staff (CJCS), to develop a comprehensive IO Roadmap for presentation to the Secretary of Defense. The IO Roadmap was to address the full scope of IO as a core military competency and include supporting studies focused on policy, plans, organization, education, career force, analytic support, Psychological Operations (PSYOP), Operations Security (OPSEC), Electronic Warfare (EW), Military Deception and Computer Network Operations (CNO).
- (U) Leadership. USD(P) established an IO Roadmap oversight panel led by the Deputy Assistant Secretary of Defense (Resource and Plans) [DASD(R&P)]. The Deputy Assistant Secretary of Defense (Security and IO) [DASD(S&IO)] and the Deputy Director for Information Operations (DDIO) on the Joint Staff served in senior leadership roles for their respective organizations. The panel included representatives from other offices within the Office of the Secretary of Defense (OSD), the Services and Defense Agencies and also included regular attendance by representatives of Special Operations Command (SOCOM) and Space Command (SPACECOM). SPACECOM responsibilities transferred to Strategic Command (STRATCOM) on 1 October 2002.

