
Part III

Execution

Effective employment of IO depends on the ability of the MAGTF to monitor execution of the plan and adjust operations to meet the changing situation. The IO cell will continue to play a central role for the MAGTF in the management of the unit IO plan.

3001. The Information Operations Cell and Current Operations

The IO cell is part of and works for the G-3. It assists the MAGTF current operations section in the execution of the MAGTF operations order. The IO cell monitors the implementation of the IO plan, adjusting as required. The IO cell may be represented in both in the current operations watch section and the MAGTF targeting board to ensure the IO plan is executed properly.

IO personnel may be part of the current operations watch section. The IO cell members monitor reports from IO-capable units to ensure that IO targets are attacked in accordance with the IO plan. They also ensure that assessment of the status of IO targets, and that analysis is conducted to determine the necessity for restrike and adjustment of attack methods.

The IO cell helps the MAGTF targeting board determine the best methods of attacking enemy targets. IO cell members provide subject matter expertise to the targeting board and ensure that IO considerations are incorporated based on the concept of operations. As necessary, they may represent the MAGTF on higher headquarters targeting boards. Additionally, the IO cell can conduct reactive IO targeting by identifying targets of opportunity, redirecting IO assets, and coordinating attack of those targets. The IO cell will also coordinate MAGTF IO activities with those of the JFC. Since IO may be conducted before actual combat operations, the IO cell should have the communications connectivity, either through the COC or separately, to coordinate changing IO requirements.

3002. The Information Operations Cell and Future Operations

The IO cell ensures that the current IO actions are given to the future operations cell to be used into their planning efforts. Future operations focuses on changes to the MAGTF or major subordinate command missions; develops branch plans and sequels; and recommends potential CCIRs. Future operations coordinates with intelligence collection and the targeting process to shape the next battle. To conduct IO planning, future operations relies upon the IO cell. These individuals will assess current IO shaping actions and the progress toward the commander's decisive actions, monitor the status of IO forces and actions, and provide future operations information on the effectiveness of IO events for continued planning.

3003. Signals Intelligence/EW Coordination Center

The signals intelligence/electronic warfare coordination center (S/EWCC) is the focal point for all coordination required between the SIGINT and EW efforts within a MAGTF. It coordinates the planning, execution, and evaluation of all SIGINT and EW operations. It is composed of representatives from the G-2 (the SIGINT/ground EW officer), G-3 (the EW officer), the G-6 (the frequency coordinator), and other MAGTF EW capable organizations (Marine tactical electronic warfare squadron [VMAQ], radio battalion, etc). It meets (usually daily) to deconflict SIGINT and EW operations and to ensure that these operations do not interfere with friendly communications. IO cell participates in the S/EWCC deliberations to ensure that the EW portion of the IO plan is being executed properly and to adjust the IO plan if the S/EWCC determines that it is necessary.

3004. Assessment

Feedback and monitoring of ongoing IO actions is critical to the success of IO. Without such information, resources can easily be wasted on ineffective activities that could even be detrimental to the MAGTF mission. Appropriate assessment procedures to support IO should be developed and established. An assessment plan should be developed as part of the overall IO plan. This plan should answer the following questions:

- What intelligence assets will be tasked to monitor IO targets?
- What targets will be monitored and for which indicators?
- What are the reporting requirements?
- What are the feedback taskings to other IO capable organizations participating in the execution of the IO plan?

As the reports on IO actions are received, the IO cell analyzes the results and determines the degree to which specific IO actions are successful. It uses the measures of effectiveness established as part of the assessment plan. Based on these criteria, the IO cell determines if continued attack with a specific IO action is necessary or advisable. The IO cell can add additional IO resources, or switch to a different IO tactic. For example, if the requirement is to halt communications along a specific link and EW has been ineffective, then physical destruction might be recommended. It can even recommend to current operations that a non-IO action be used. Once success has been achieved, the IO cell can direct an end to the IO activity and redirect resources elsewhere.

3005. Liaison

The IO cell is an important link between the MAGTF and other IO resources. Many of the IO assets that support the command's mission will be external to the MAGTF, and the IO cell must synchronize the efforts of these supporting organizations with those of the MAGTF. If available, liaison officers from these organizations should be integrated into the IO cell planning and execution. The size, structure, and planning methods used by these organizations vary widely. These IO organizations will control the IO activities of their own forces, but will be reporting to and receiving requests for support from the IO cell. The end result should be an integrated IO plan controlled and executed through the IO cell.