Supporting Mission Command:

Assisting the G3 in Synchronizing Information-Related Capabilities

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The division G3 position is the most difficult of any staff officer. The G3 is responsible for the movement and maneuver warfighting function. Also added to this are the responsibilities of training, planning, conducting operations, force development, and modernization in the division. Additionally, the G3 is responsible for integrating and synchronizing the rest of the warfighting functions in support of the commander's plan. This is a complex task, and the G3 requires subject matter experts within the G3 cell and across the staff to support these responsibilities. With recent additions into the G3 cell from the release of FM 6-0, *Commander and Staff Organization and Operations*, in May 2014, the information operations (IO) officer has become a special staff officer within the cell and can assist the operations officer with the mission command staff task of synchronizing information-related capabilities (IRCs).[1] This article will examine two methods a G3 could employ to best accomplish the task of synchronizing IRCs for the commander's plan. One method is establishing a vertical organization led by the G3 IO officer. The other method would be a horizontal organization with each IRC reporting directly to the G3. I will provide the advantages and disadvantages to each method.

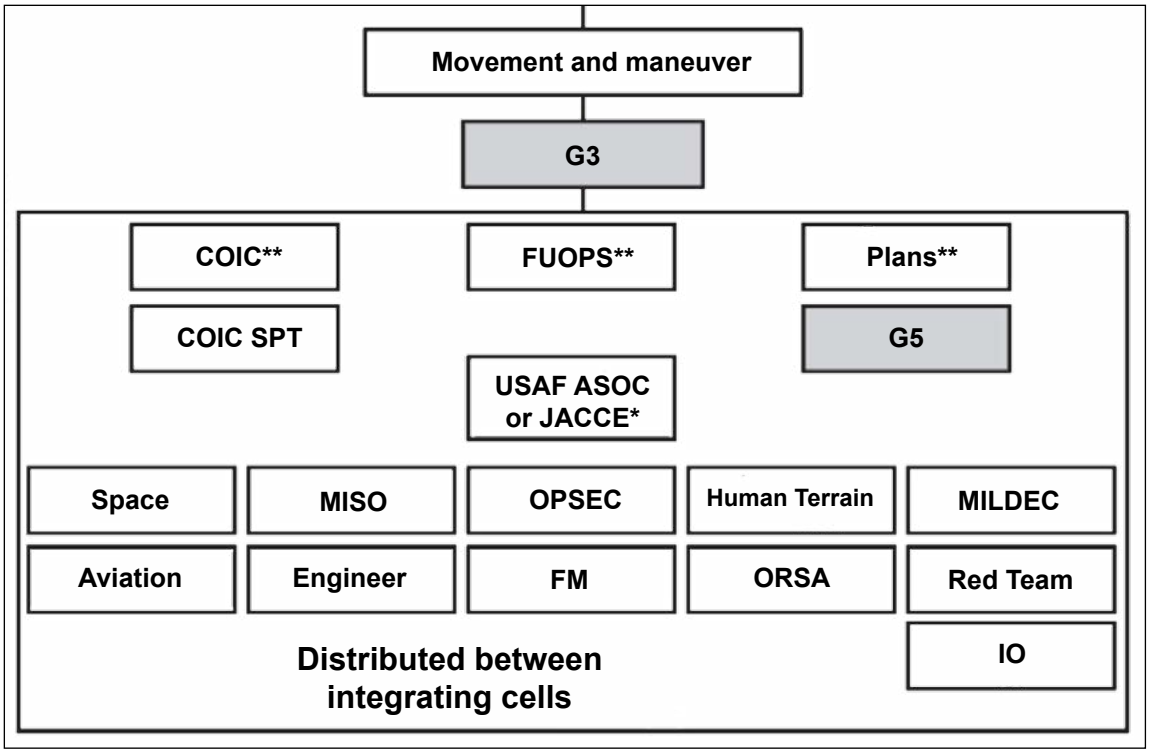
Vertical Organization IRCs within G3 Cell

In a vertical organization, the G3 IO officer leads the IRCs in mutually supporting each other while getting the most out of their contributions to the plan and the accomplishment of the mission objectives. The planning activities that occur will allow the IRC specialists to lead their activities. It will also ensure that IRCs are focused and minimize the silo effect and information fratricide risk. During the targeting process, IRC's can be allocated towards nominations in a way that they can gain complementary effects and maximize the advantage given to maneuver elements to accomplish their tasks and achieve desired results. Through this open dialogue between the IRCs, a combination of different elements can be packaged to support future operations and maximize the friendly advantage within the informational environment. Using this method, the G3 can give the IO officer his intent and allow the IO officer to integrate the proper IRCs to accomplish the task that supports and enhances the maneuver plan and achieves campaign objectives.

Horizontal Organization IRCs within G3 Cell

In the horizontal organization method, the IO officer will assist the G3 in synchronizing the IRCs. In this application the IRC lead will have direct access and be more involved with the G3 officer. In this manner the G3 will become more knowledgeable on the specific IRC capabilities. The challenge to this is that it may exceed the G3's effective span of control.

Figure 1 — G3 Cell Components[2]



This isn't universal, however, as the G3 staff elements already coordinate with numerous other staff elements. If the IRCs are spread out and able to act independently, they may have established relationships and be able to coordinate more quickly across the staff and with other elements. Placing them under the G3 IO officer could create a filter that may slow down the planning and coordination of their activities or limit their use to whatever is in the G3 IO's comfort and experience level.

Example Vertical Organization IRCs within G3 Cell

During 3-2 Stryker Brigade Combat Team's 2011-2012 deployment, the unit established a staff cell and termed it the Fusion Cell. This cell was very similar to the vertical organization within the G3. This cell contained the brigade's IRCs and Fires Cell. The Fusion Cell maintained the campaign plan, facilitated the targeting process and integrated IRCs in support of operations. With the IRC expertise within the cell, this organization was able to consistently complement lethal missions with non-lethal effects. This method of employment ultimately led to the accomplishment of numerous intermediate objectives across all lines of effort not only in the brigade mission but also in the division campaign plan. During my time as the fusion chief, I experienced great mission command between the IRCs which allowed them to continue coordination without disruption of their specialization. Through shared understanding and synchronized planning this element was able to maximize IRC effects and leverage them in the right spot and the right time for the commander and S3.

As a future division IO officer, I would recommend employment of the vertical organization. This allows the G3 to focus on larger task integration. The IO officer can then take the commander's intent and G3 guidance and sync the IRCs to ensure that their capabilities are leveraged to maximize an operational advantage. This will provide the means to achieve our plan's objectives and accomplish the division's mission.

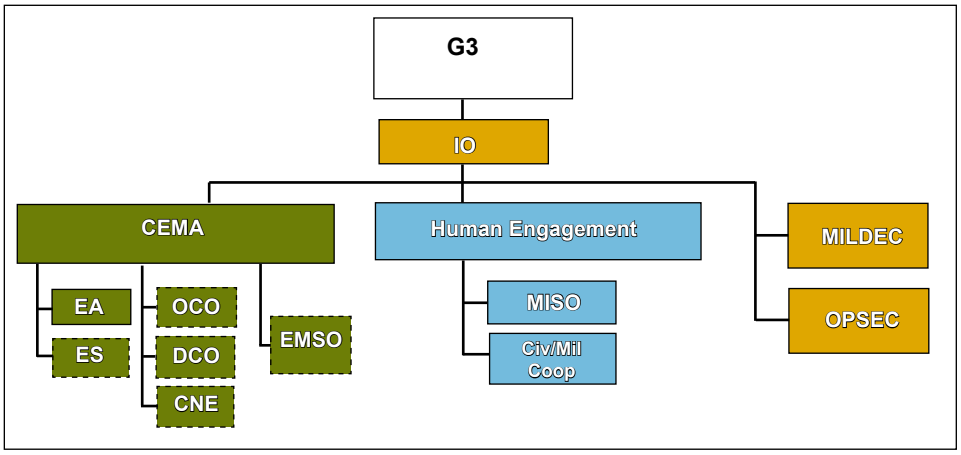


Figure 2 — Vertical Organization IRCs within G3 Cell

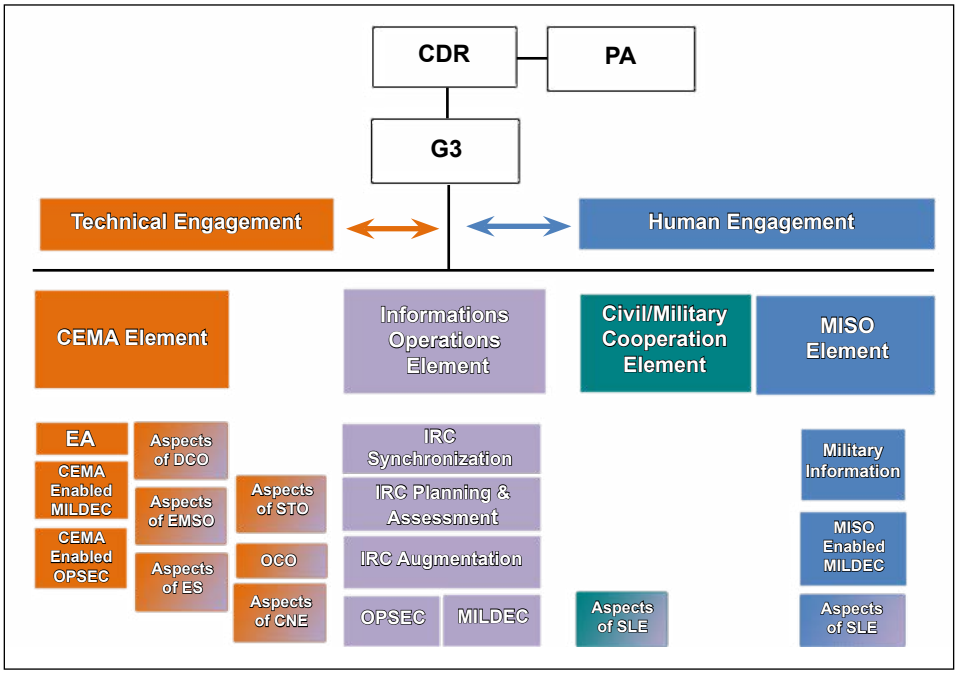


Figure 3 — Horizontal Organization IRCs within G3 Cell

Notes

[1] FM 6-0, *Command and Staff Organization and Operations*, May 2014.

[2] FM 3-94, *Theater Army, Corps, and Division Operations*, April 2014.

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Other Acronyms Used in Figures

ASOC — air support operations command
CEMA — cyber electro-magnetic activities
CNE — computer network exploitation
COIC — current operations integrating cell
DCO — defensive cyberspace operations
EA — electronic attack
EMSO — electromagnetic spectrum operations
EW — electronic warfare
ES — electronic warfare support
FM — force management
FUOPS — future operations
JACCE — joint air component coordination element
MILDEC — military deception
MISO — military information support operations
OCO — offensive cyberspace operations
OPSEC — operations security
ORSA — operations research and systems analysis
SLE — Soldier and leader engagement
SPT — support
STO — special technical operations