



I am very pleased to address you this month. I'd like to focus on the very important topic of training operators to control the Information Realm and the professionalization of the information operations career field.

During CORONA TOP '98, the commander of the Air Combat Command presented two options for how the Air Force should organize its information operations capabilities at the force level (the air component commander of a Joint Task

Force or Unified CINC). The assembled four-star generals selected the option that teams AIA and numbered air force-level communications/computer personnel (the SC function).

AIA personnel would provide information gain-exploit-defend-attack capabilities, while SC personnel would provide information assurance capabilities. This IO Flight will be embedded in our combat numbered air forces, and will form the core IO team in a deployed Air Operations Center.

Part of the process of relooking at the organization for IO involved a review of IO training across the Air Force. ACC was chartered to form an integrated process team, comprised of representatives from all major commands and MAJCOM-equivalents. The objective of the IPT is to establish a coherent training architecture among the various entities that now conduct IO-related training (e.g., Air University, the intelligence schoolhouse, AIA, etc).

The IPT approved a proposal to have AIA conduct training for personnel assigned to the IO flights mentioned above. This decision formalized a decision made earlier in the year to establish an AIA "IO schoolhouse" at Hurlburt Field, Fla.

To accomplish this, the 39th IS was reassigned from the 67th IG to the Air Force Information Warfare Center on Oct. 1, 1998, and at that time, moved from Nellis Air Force Base, Nev., to Hurlburt Field. The latter location was chosen because it's the focal point for the Air Force's Command and Control and AOC developmental efforts.

For example, Hurlburt is where we are baselining the AOC of the future, and is where we conduct our BLUE FLAG AOC exercises.

Similarly, all AOC-level automated systems will first go through testing and evaluation at Hurlburt before they are deployed to the field. For these reasons, and because we want to fully integrate the IO flights into our AOCs, Hurlburt was the logical choice. Realizing the value of our training effort, the Aerospace Command and Control Center provided space within its Command and Control Training and Innovation Center to house the IO schoolhouse until permanent facilities could be established.

The training provided by the 39th IS will focus on the two areas which now define IO under our new doctrine published in the 1998-1999 AIA Almanac (and which Brig. Gen. John Baker covered in the Almanac's commander's comments). The first area is information warfare, those actions necessary for defending and attacking information and information systems. This is the newer part of information operations, and includes offensive counter information and defensive counter information.

The second focus area covers information-in-war, the more traditional gain and exploit functions that are a critical component of IO, and that are key enablers for IW tasks. The IO training courses will focus on both the operational (campaign planning) and tactical (execution) levels of war. The goal of the schoolhouse is to train personnel on how to integrate traditionally separate IO disciplines — intelligence,

surveillance, reconnaissance, deception, PSYOPS, EW, etc. — into a synergistic process.

To build the curriculum, the 39th IS assumed responsibility for an IO training course originally built by Det. 1, 67th IG. This course was part of an earlier AIA effort to embed Information-in-War personnel into our combat NAFs. As such, it was intended to train personnel being assigned to NAFs from traditional collection, processing, and reporting environments.

The focus was on how the IO flights bring AIA products and services to the combat NAFs. With the embedding effort now expanded to include IW as a result of CORONA TOP, the 39th IS is working on an additional IO course that will provide commanders with personnel certified in the broader range of IO capabilities.

We have modeled the IO schoolhouse on a traditional Air Force operations training process. The 39th IS will provide initial qualification certification to Air Force personnel responsible for IO at each NAF. Much as a flying replacement training unit trains a pilot to operate a specific aircraft, the 39th IS IQT is similar in that it will prepare information operators for an IO flight at a numbered air force, an AIA IO deployable unit, a unit type code or some other IO assignment. This course will cover all aspects of IO, from the doctrinal underpinnings to the practical application of modern technology. Duration of training is still to be determined, but we estimate it will be three to four months long, and will be taught three to four times a year. Initial class size for the IO IQT course is about 25 to 30 students with expansion throughout as facilities allow.

The goal of the proposed IO IQT courses will be to prepare an individual for an operational assignment in IO after the person has spent one or two tours in their specialty.

For example, communications personnel coming out of the technical training course at Keesler AFB, Miss., would initially be assigned to a Communications Squadron. After one to two tours in their communications specialty they would attend IO IQT at Hurlburt Field after being selected for an IO Flight. The same would apply to Intelligence personnel coming out of Goodfellow AFB, Texas, or to operations personnel when assigned an IO position within an AOC or to an IO assignment. The unit would then conduct mission qualification training, which is unit/theater/mission specific. As you see from the above, the 39th IS will not just train AIA personnel, but rather will be the Air Force focal point for IO training at the graduate level.

Upon graduation from these courses, students will have knowledge of IO disciplines as well as proficiency on IO systems and applications. One issue is how to track personnel who have received this training to ensure the Air Force can leverage their skills after their initial assignment. One current proposal is that students will be awarded a prefix or special experience identifier to show they possess the requisite skills to fill IO positions at various levels, from Air Expeditionary Forces to numbered air forces to MAJCOMs.

The 39th IS offers the Air Force tremendous advantages in the realm of IO training — all IO classes will meet Air Force training standards, courses will be tailored to meet the requirements of the IO flights within an AOC, and training "all under one roof" will do away with the ad hoc training which currently exists. Equally important, the courses taught at the 39th IS will be part of a broader, coordinated IO training effort, which will create a coherent "accession to separation" training scheme for our personnel.

AIA's approach to IO training emulates other Air Force Centers of Excellence (Air Warfare Center, Space Warfare Center, Air Mobility Warfare Center, C2TIC) methodologies by applying the "operators training operators" model to the information superiority core competency. As a result of the IO IPT chaired by Air Combat Command, AIA is now a full partner in IO training, and will play a role as we train information operators for the 21st Century.

A handwritten signature in cursive script, reading "Paul J. Lebra".