



AIRMAN'S PERSPECTIVE ON INFORMATION OPERATIONS

Last Updated: 28 April 2016

Air Force [information operations](#) (IO) primarily exists at the air component level as part of the joint IO effort under the [joint force commander \(JFC\)](#) and [combatant commander \(CCDR\)](#). "At the [operational level of war](#), IO ensures synchronized messaging from all IRCs and ensures information-related capabilities (IRCs) complement each other and do not detract from or interfere with any IO-related/messaging objectives. It includes informing and attempting to affect behavior and decision making as it applies to all relevant non-US audiences. IO should not be confused with integrating non-lethal capabilities. IO planners should be aware of capabilities for creating both [lethal and non-lethal effects](#), as well as plans to ensure any cognitive effects they have will enhance and not detract from IO-related/messaging objectives. IO planners work with all other planners and IRC liaisons, using standard planning and execution steps of the [joint operation planning process for air](#), air tasking cycle, and targeting cycle to accomplish commander's objectives. IO-specific by-products include items such as synchronization matrices, coordinated narratives and themes, and target audience analysis. There is no separate IO plan.

The targeting of a select audience's decision-making process is not new for Airmen. In addition to the requisite understanding of the information content and connectivity used by targeted decision makers, the Air Force has developed an analysis capability called [behavioral influence analysis \(BIA\)](#). BIA provides an understanding of the decision makers' behavior to include culture, organization, and individual psychology (e.g., perceptual patterns, cognitive style, reasoning and judgment, and decision selection processes). It is this knowledge, coupled with an Airman's ability to strike information-related targets that is the essence of Air Force IO. The integrated employment of capabilities to affect information content and connectivity of an adversary provides military advantage to friendly forces.

Air Force IO also includes the integrated planning, employment, monitoring, and assessment of themes, messages, and actions (verbal, visual, and symbolic) as part of the commander's communication synchronization (CCS) at the component level. The CCS will include pertinent portions of the joint force commander's or combatant commander's communication strategy, which may include communication synchronization themes and messages as well as any relevant component commander's themes and messages. At the [air component level](#), Air Force IO planners

should ensure these themes, messages, and actions (e.g., IRCs) are integrated across all lines of operation.
