



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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WASHINGTON, DC 20350-3000

MCO 3120.10
PP&O/MCIOIC
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MARINE CORPS ORDER 3120.10

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS INFORMATION OPERATIONS PROGRAM (SHORT TITLE: MCIOIP)

Ref: (a) JP 3-13, "Information Operations," 13 Feb 2006
(b) DOD Directive O-3600.01, "Information Operations," 14 Aug 2006
(c) MCWP 3-40.4, "Marine Air-Ground Task Force Information Operations," Mar 2007
(d) MCBul 5400 of 14 Mar 08 (CMC WASHINGTON DC CDI TFS 141153Z MAR 08, Establishment of MCIOIC Phase One)
(e) SECNAVINST 5210.8D
(f) SECDEF Information Operations Roadmap, 30 Oct 03 (NOTAL)
(g) 2006 Quadrennial Defense Review (QDR) Strategic Communications (SC) Execution Roadmap, 25 Sep 06
(h) NAVMC Directive 3500.85
(i) MCWP 3-40.5, "Electronic Warfare (EW)," 10 Sep 02
(j) MCO 3070.2
(k) MAGTF IO Course Catalog (NOTAL)
(l) MCO 5320.12E
(m) MCO P1300.8R
(n) DODI 8580.1, "Information Assurance (IA) in the Defense Acquisition System," 9 Jul 04
(o) Charter for the Command Element Advocate Board (CEAB) Marine Information Operations Working Group (MIOWG), 4 Feb 03 (NOTAL)
(p) MCO 5311.1C

1. Situation

a. Fundamental changes in the global strategic environment have created conditions in which Information Operations (IO) will serve a critical role in achieving our military strategy and national security objectives. Today's security environment includes a vast array of transnational actors; operating independently and in concert with nation states, they have created a unique asymmetric threat that challenges traditional military thinking and defies classical military approaches. These forces are masters at stripping context from information in order to create propaganda. They have harnessed recent advances in information technology to rapidly disseminate false and hostile messages designed to influence populations, militaries, and their leadership in support of their objectives. This change in the strategic environment presents significant challenges; it also presents unprecedented

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opportunities. The Marine Corps Information Operations Program (MCIOP) seeks to integrate information operations down to the lowest levels of the Marine Corps in order to deny or degrade the ability of hostile and non-hostile actors to disseminate their message and, if desired, to modify it to our benefit while simultaneously preventing those same hostile messages from negatively affecting our own decision making processes. Integration of IO will be an essential part of our routine operations in the expeditionary and joint environments. Properly executed, it can help prevent a crisis or conflict; failing prevention, IO can both mitigate adversaries' actions and enhance our own. References (a) through (c) provide the doctrinal foundation for Marine Corps IO. Reference (d) established the Marine Corps Information Operations Center (MCIOC). References (e) through (p) provide additional policy and procedural guidance.

b. The Marine Corps is tasked to provide Marine forces for service with the Combatant Commanders. These forces must be manned, trained, and equipped with the means to directly or indirectly affect the behavior of hostile actors, friendly and neutral parties/organizations, and potential or realized adversaries throughout the full spectrum of conflict. To achieve this, Marine Forces Component Commands and subordinate Marine Air-Ground Task Forces (MAGTFs) must be capable of conducting integrated IO; be postured to support and conduct actions necessary to influence adversary information, information system operations, and decision-making; and be able to assure, protect, and defend similar Marine Forces' capabilities. Without IO capable Marine Forces, the commander's requirement to secure, shape, and ultimately condition the operational environment can never be fully met.

c. IO is a mission area of increasing importance to national strategies as well as operational and tactical objectives. The U.S. War on Terrorism has demanded a responsive and scalable IO capability for precise application around the globe. Implementing an integrated and networked IO capability requires changes at all levels of command within the Marine Corps. These changes include, but are not limited to:

- (1) Prioritization of resources.
- (2) Coordination of efforts.
- (3) Integration with other warfighting functions.

d. This Order establishes the MCIOP and designates the MCIOC as the executive agent for the MCIOP. This Order further sets the MCIOC mission, core capabilities, and Mission Essential Tasks (MET), as well as identifying the baseline structure in order to guide the development of the Marine Corps IO concepts, requirements, doctrine and training programs.

2. Cancellation. MCO 3430.8.

3. Mission

a. The MCIOC will provide MAGTF commanders and the Marine Corps a responsive and effective full-spectrum IO planning and psychological operations (PSYOP) delivery capability by means of deployable support teams and a comprehensive general support IO reach-back capability in order to support the integration of IO into Marine Corps operations. This includes, but is not limited to IO subject matter experts (SME) in:

- (1) Mission planning.
- (2) Threat and nodal analysis.
- (3) Electronic Warfare.
- (4) Military Deception.
- (5) Operations Security.
- (6) Psychological Operations.
- (7) Computer Network Operations.
- (8) The supporting capability of Combat Camera.
- (9) The related capability of civil military operations.
- (10) Regional IO target expertise.

b. The MCIOC will enable MAGTF IO capability through tactically focused training, operational planning support to MAGTF commanders, tactics development, and formulation of IO requirements including research and development priorities. Additionally, the MCIOC will provide a reach-back capability and facilitate coordination of IO resources and technology. MCIOC will leverage SMEs within the Marine Expeditionary Forces; Marine Corps Forces assigned to Combatant Commands; Combat Development and Integration (CD&I); Marine Corps Intelligence (Intel); Command, Control, Communications and Computers (C4); Plans, Policies and Operations (PP&O); Training and Education Command (TECOM); as well as Joint, Department of Defense (DoD), and other government agencies (OGA). In this role, the MCIOC will:

- (1) Coordinate standardized MAGTF IO training with TECOM.
- (2) Support MAGTF and Joint Task Force (JTF) commanders with planning support, multi-discipline integration and coordination of IO capabilities (including non-kinetic fires), Operation Plans (OPLAN) and Concept Plan (CONPLAN) development and integration, and all other operations and exercises as directed.
- (3) Act as the Marine Corps advocate for IO requirements, recommend and prioritize research and development, and provide additional oversight of procurement and training in support of IO, to include Special Information Operations (SIO) capabilities.
- (4) Function as the Marine Corps primary agent for development of MAGTF IO policy, doctrine, and Tactics, Techniques, and Procedures (TTP).
- (5) Act as the Marine Corps principal agent for identification and development of innovative IO technologies and capabilities to support future MAGTF operations with non-kinetic options.
- (6) Act as the Marine Corps principal agent for creating a culture that integrates the development of IO strategies into policy, operational planning and execution to better advance the Marine Corps interests and better support MAGTF operations.

(7) Coordinate with the Director, C4 (Dir C4); Director of Intelligence (DIRINT); Commanding General, Marine Corps System Command (CG MCSC); and the Commanding Officer, Marine Corps Network Operations Security Center (MCNOSC) to develop and field IO technologies as necessary.

(8) Incorporate records management requirements into the development and design of automated information systems per reference (e).

4. Execution

a. Commander's Intent

(1) To develop a MCIOP that fully complements the combat effectiveness of the MAGTF while retaining the roles, missions and authorities of existing units and organizations. As the executive agent for the MCIOP, the MCIOC supports the following Marine Corps objectives:

(a) Develop a common service understanding and definition of Marine Corps IO.

(b) Provide a responsive IO planning, coordination, integration and assessment capability necessary to keep up with the fast-paced combat maneuvers and peacetime activities.

(c) Integrate IO into all MAGTF plans.

(d) Synchronize IO across all Marine Corps activities.

(e) Elevate IO status as a core military competency in accordance with the Secretary of Defense's IO Roadmap outlined in reference (f).

(2) The course of action selected is intended to improve the MAGTF's peacetime and wartime IO posture and allow the Marine Corps to conduct efficient, responsive, predictable and focused full-spectrum IO. Collectively, this course of action will:

(a) Expand IO planning capabilities.

(b) Expand MAGTF intelligence support to IO planning and execution.

(c) Ensure that the MAGTF's warfighters, including all senior officers, understand IO doctrine, TTPs, and the planning methodologies in use by the Department of Defense (DoD), the Joint Staff, and the Combatant Commands.

(d) Ensure that the MAGTF is capable of employing IO throughout the full spectrum of conflict.

(e) Support the DoD's Strategic Communications Execution Roadmap initiatives in accordance with reference (g).

(3) Forward-deployed MAGTFs will increasingly rely upon reach-back support for a wide variety of functions, to include intelligence, planning, coordination, and overall database support to MAGTF IO efforts. The MCIOC will provide reach-back support to the MAGTF commanders in order to

complement organic MAGTF IO capabilities and provide additional resources to accomplish MAGTF assigned missions.

(4) The MCIOC will enable the widest possible range of IO options to the MAGTF commander by deploying tactical IO support teams as required. Embedding MCIOC personnel in all IO mission areas and establishing deployable teams to meet the MAGTF commander's IO needs is the transformational foundation that will optimize our support to the warfighter.

(5) To ensure an effective MCIOC for the Marine Corps, the MCIOC will be organized as follows.

(a) Policy, Acquisition, & Requirements Division

1. Establish, update, and review Marine Corps IO policy, doctrine, programs, missions and concepts of employment.

2. Establish guidelines for the integration of IO into the combined arms and maneuver warfare strategies of the MAGTF.

3. Coordinate with the Regional Combatant Commanders; the Plans, Policies and Operations Department; and the Staff Judge Advocate to the Commandant on the establishment of Rules of Engagement and TTPs.

4. Perform all other policy and acquisition actions necessary to support MAGTF IO forces and missions. Coordinate with other Marine Corps and DoD departments and organizations as required.

(b) Technology Division

1. In coordination with the Dir C4, DIRINT, CG MCSC, the CO MCNOSC and other government agencies (OGAs), conduct IO Innovation & Experimentation (I&E) in support of the requirements generation and acquisition processes.

2. Provide IO specific enhancements to available tools and platforms to successfully plan, coordinate, and employ IO capabilities.

3. Develop supporting experimentation roadmaps.

4. In coordination with appropriate agencies, identify and facilitate the development and validation of CONOPs and doctrine associated with IO I&E.

5. Provide feedback and lessons learned to support acquisition, rapid fielding efforts, future experimentation requirements, and development of requirements and capability.

6. Support and synchronize Marine Corps and Navy IO capability development based on IO I&E efforts.

(c) Threat Analysis Division

1. The Threat Analysis Division will be the repository of corporate knowledge and situational awareness necessary to facilitate the

discovery and retention of IO specific skills, knowledge, and tools. This repository will augment Marine Corps IO support teams for service with the MAGTFs.

2. Provide fused IO threat event reporting, IO intelligence products, IO targeting support and other support as required, through close coordination with DIRINT, MCNOSC, DoD and OGAs.

3. Analyze adversary capabilities, vulnerabilities, networks, measures of effectiveness, and IO target information in order to develop applications that expedite the attribution of an attack and the delivery of integrated intelligence support to IO support teams.

4. Synchronize and coordinate with the Marine Corps Intelligence Activity (MCIA) to provide threat information regarding the technical capabilities and behavioral, psychological, and cultural aspects of individuals, organizations, and societies of IO interest.

5. Employ technical capabilities for improving collection, analysis and dissemination.

6. Provide target fidelity to prepare effective IO strategies and plans.

7. Leverage existing joint and inter-agency capabilities for IO nodal and infrastructure analysis resident in organizations such as the Joint Warfare Analysis Center.

(d) Operations Division

1. Special Technical Operations (STO) & Space Integration

a. Serves as the focal point for Marine Corps STO and space matters when they enable IO, coordinating all internal and external plans that affect MAGTF STO and space operations (except national reconnaissance plans), and provide representation for the Marine Corps in DoD Science and Technology matters and issues.

b. The quality and complexity of STO capabilities demands full-time attention to best assess, evaluate, and integrate relevant technologies into MAGTF schemes of maneuver. STO planners, knowledgeable of Service unique capabilities and special access programs, will equip planners with a range of options that provide precise lethal and non-lethal options. The MCIOC will function as CMC's direct representative and advocate for STO programs and capabilities. In this role the MCIOC will provide direct support to the Deputy Commandant for Plans, Policy and Operations (DC PP&O) on all STO related matters.

c. National space capabilities enable and rely upon the collection and movement of information around the globe. As such they are a significant enabler for full spectrum IO. To gain efficiencies within the Marine Corps' small space professional community and create a synergy of effort with IO, the MCIOC will function as CMC's direct representative and advocate to the National Security Space community. In this role, MCIOC will provide direct support to DC, PP&O on all space related matters.

2. Training Branch. Serve as the focal point for Marine Corps IO training. Assist TECOM to update, review, and maintain reference (h), the IO Training and Readiness (T&R) Manual. Identify and validate training requirements and assist TECOM in development of training solutions as may be necessary to maintain an effective IO training program. The MCIOC will assist TECOM in developing a professional cadre of IO Marines who possess the necessary skills in the art and science of IO planning, and who are able to provide timely and effective operational support to the MAGTF.

3. Capabilities Branch

a. Computer Network Operations

(1) Coordinate with the Commanding General, Marine Corps Combat Development Command (CG MCCDC); DIRINT, Dir C4, CO MCNOSC, the other Services and OGAs to integrate and develop IO concepts, requirements, and policies into an organic Marine Corps Computer Network Operations (CNO) warfighting capability (computer network attack, computer network exploitation, and computer network defense) and the requisite rules of engagement and execution authorities necessary for timely application of CNO.

(2) Develop plans and policies regarding the integration of joint and MAGTF CNO capabilities into operational planning. Coordinate with DIRINT, Dir C4, and the Commanding General, Marine Forces Strategic Command, regarding employment of Marine Corps CNO forces.

b. Electronic Warfare. Effective Electronic Warfare (EW) is a pillar of full spectrum IO; as such, EW planners are essential SMEs on analysis, targeting, exploitation, manipulation, and attack of the electromagnetic spectrum. These SMEs will coordinate with the MCIOC Technology Division to assist in developing organic, deployable, and tactical capabilities, and leverage service/interagency unique technologies to facilitate full spectrum EW operations per reference (i). MCIOC EW SMEs will:

(1) Serve as the focal point for Marine Corps EW, responsible for developing plans and policy for the integration of joint and MAGTF EW assets.

(2) Coordinate with the CG MCCDC, the Deputy Commandant for Aviation, DIRINT and OGAs for continued development of Marine Corps EW warfighting capabilities.

(3) Provide assistance to MAGTF EW Coordination Cells in planning and coordinating EW activities with theater commands.

(4) Coordinate with TECOM for advanced training for EW planners.

c. Psychological Operations

(1) Psychological Operations (PSYOP) is a pillar of full spectrum IO and is one of three principal perception management tools used in IO. The MCIOC will coordinate and integrate the conduct of PSYOP programs that complement IO with the Joint Psychological Operations Task Force, Joint Psychological Support Element, Combatant Commanders, Interagency, Department of State, Intelligence Community, Non-government Organizations and others as necessary.

(2) Synchronize applicable PSYOP support to MAGTF forces and the conduct of perception management planning and integration.

(3) Maintain cognizance of all on-going or planned psychological operations as they affect key target audiences within the IO environment.

(4) Continue development of tactical psychological operations teams and integrate their effects into IO planning efforts.

d. Operations Security

(1) In direct support of DC PP&O, the MCIOC will perform duties currently assigned in reference (j) to the Director, Strategy and Plans Division.

(2) The MCIOC will serve as CMC's advocate and representative to the Joint Staff, and other organizations as necessary, on all Operations Security (OPSEC) matters. In this role, the MCIOC will provide direct support to DC PP&O. Additionally, the MCIOC will coordinate the conduct of all OPSEC programs that compliment IO.

(3) Coordinate and monitor Marine Corps OPSEC programs. The MCIOC will actively monitor Marine Corps IO information systems to ensure that OPSEC programs are effectively implemented.

(4) Develop policies and procedures designed to protect IO essential elements of friendly information.

(5) In direct support of DC PP&O, and in accordance with reference (j), the OPSEC Officer will develop and maintain a Marine Corps wide OPSEC program that enables operational flexibility and tactical surprise through Information Security, Communications Security, and Physical Security practices.

e. Military Deception

(1) Serve as CMC's advocate and representative for Marine Corps Military Deception (MILDEC). In this role, the MCIOC will provide direct support to DC PP&O.

(2) Develop and implement Marine Corps MILDEC policy.

(3) Coordinate the conduct of Marine Corps MILDEC programs within the DoD and the interagency as required.

f. Civil Affairs

(1) A well trained Civil Affairs (CA) capability provides the best and most current measure of effectiveness on IO campaign progress and success. To gain efficiencies from the small cadre of CA Marines and create synergy of effort with IO, the MCIOC will serve as the CA advocate in support of DC CD&I.

(2) Coordinate with TECOM for the identification and validation of Marine Corps CA training requirements.

(3) Identify Marine Corps CA capability gaps.

(4) Coordinate with TECOM to further the development of Marine Corps CA capabilities.

(5) Coordinate development of Marine Corps CA doctrine and policies.

(6) Prioritize and advance Marine Corps CA issues through the Expeditionary Force Development System.

g. Combat Camera. Combat Camera (COMCAM) provides significant support in the production of IO campaign material. The MCIOC will coordinate with TECOM to ensure training and standards support the MCIOC mission.

h. Public Affairs. Public Affairs (PA) is specified as an IO-related capability and an integral part of full spectrum IO. The primary purpose of PA within the IO mission area is to ensure information is both truthful and available to the various media outlets. The PA cell will support the MCIOC mission and coordinate PA training, policy validation, capabilities and doctrine with Director, PA and MCCDC (PA Capabilities Integration Office) as necessary.

i. Occupational Field (OccFld) Management. The MCIOC will serve as the OccFld Manager for IO, COCAM, and CA.

b. Concept of Operations

(1) The Director, MCIOC shall administer and manage the MCIOC and is charged with the command responsibility of executing the Mission Essential Tasks (METs) that support the MIOC mission.

(2) The following METs are provided as interim guidance until a full analysis is completed following MCIOC attaining Full Operational Capability (FOC).

(a) In support of MAGTF commanders and JTF IO planning and operations:

1. Provide reach-back capability enabling IO collaborative planning through information sharing, modeling, and simulation.

2. Provide SMEs and IO planning support to MAGTF commanders, Joint Task Force commanders, and other IO organizations, as directed.

3. In coordination with the Marine Corps Center for Lessons Learned, validate and maintain the IO lessons learned database and ensure appropriate IO data is rapidly disseminated to the operating forces.

4. Develop and maintain, with appropriate physical and information assurance measures, an authoritative derivative IO database library for non-kinetic weapons, including measures of effectiveness.

5. Support Marine Corps exercises with planning, operational equipment and expertise as directed by DC PP&O.

(b) As the advocate for IO requirements:

1. Identify and document IO requirements to meet operating forces warfighting missions.
2. Provide recommendations and priorities for research and development, procurement, and related training in support of IO.
3. Support modeling and simulation for IO.
4. Advise the Commander, Marine Corps Forces Strategic Command (COMMARFORSTRAT) on Service Component advocacy IO requirements.

(c) As Marine Corps review authority for IO doctrine and TTPs:

1. Support development of Marine Corps IO doctrine and TTPs.
2. Support development of Joint IO doctrine.
3. Maintain liaison with other Services and OGAs for TTP development and operational support as required.

(d) As the principal agent for identification and development of innovative IO technologies:

1. Support the selection, prioritization, and assessment of IO tactical development and evaluation projects as required.
2. Act as the repository for limited production and non-Program of Record IO capabilities, providing operational training, installation, and maintenance support when required.
3. Coordinate with the COMMARFORSTRAT in the identification and assessment of U.S. Strategic Command (USSTRATCOM)-driven IO technological innovations.
4. Coordinate with DIRINT, Dir C4, and CG MCSC as required.

(e) In support of CG TECOM:

1. Coordinate with other Service, Joint, and IO training institutions to ensure IO training is optimized to support MAGTF operations.
2. Develop an IO certification program for use during pre-deployment training.
3. Develop and maintain the MAGTF MET list that guides all Marine Corps IO training and assessment.
4. Assist in the oversight, development, and implementation of resident and non-resident IO courses of instruction supporting training to MAGTF commanders, their staffs, and other IO SMEs as part of the IO training continuum.
5. Provide IO instructor certification and IO unit training to the operating forces as required.

(f) As the functional knowledge manager for IO:

1. Develop and maintain an authoritative derivative IO data base and library, to include threat and own force data, in support of reprogrammable Marine Corps IO systems.

2. Provide liaison with other Services, IO organizations, and agencies for knowledge base standardization and interoperability.

c. Tasks

(1) COMMARFORSTRAT

(a) Advise CDRUSSTRATCOM on the full spectrum IO capabilities resident within the deployed MAGTF.

(b) As required, inform the Dir MCIOC of USSTRATCOM planned or evolving IO initiatives, particularly with respect to IO policy.

(c) Advise the Dir MCIOC of USSTRATCOM PLANORDS, CONPLANS, OPLANS, WARNORDS, and EXORDS having an impact upon IO policy or doctrine.

(2) CG, TECOM

(a) Coordinate with the MCIOC on all matters pertaining to and supporting IO training and education.

(b) Plan, program, budget and provide the support and resources required for IO related training and educational courses, conferences and related activities offered by the Marine Corps, other Services, or OGAs.

(c) Coordinate with Dir MCIOC when awarding a secondary MOS to Marines who complete the requisite IO courses and schools in accordance with reference (k).

(d) Coordinate with other Service, Joint, and IO training institutions to ensure IO training is optimized to support MAGTF operations.

(e) In coordination with the Director, MCIOC, develop an IO certification program for use during pre-deployment training.

(f) In coordination with the Director, MCIOC, develop and maintain the MAGTF MET list that guides all Marine Corps IO training and assessment.

(g) Retain primary authority for the oversight, development, and implementation of resident and non-resident IO courses of instruction supporting training to MAGTF commanders, their staffs, and other IO SMEs as part of the IO training continuum.

(h) In coordination with the Director, MCIOC, provide IO instructor certification and IO unit training to the operating forces, as required.

(3) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). Assign personnel by pay grade and military occupational specialty (MOS) per references (l) and (m).

(4) DC PP&O

(a) Assume staff cognizance over the MCIOC until a final command relationship is determined.

(b) Provide recommendations to CMC on a permanent command relationship for the MCIOC.

(c) Plan, program, and budget for MCIOC operations until the MCIOC achieves FOC or is assigned a permanent command relationship.

(d) Coordinate with the Deputy Commandant for Programs and Resources (DC P&R) to create a Program Element (PE) for the MCIOC.

(e) Represent the MCIOC in the FY-09 Program Review and FY-10 Program Objective Memorandum (POM) build.

(5) DIRINT

(a) In coordination with DC PP&O, DC CD&I, and Dir C4, continue development of a Marine Corps organic ground EW and CNO warfighting capability.

(b) Support development of plans and policy regarding the integration of Joint and MAGTF CNO capabilities into operational planning.

(c) Coordinate with the MCIOC, Dir C4, and MARFORSTRAT regarding employment of operational Service and Joint CNO forces.

(d) Serve as a functional advocate for Marine Corps CNO training requirements as a voting member of the Director, National Security Agency Cryptologic Training Council.

(e) Promote, facilitate, and coordinate with Dir MCIOC on Marine Corps CNO external training opportunities in the Joint, interagency and international communities.

(f) Provide the MCIOC and operating forces with intelligence support to IO via MCIA and the national intelligence community.

(g) As the Program Manager for the Military Intelligence and Consolidated Cryptologic Programs (MIP/CCP), represent the MCIOC on all IO related MIP/CCP programs.

(h) As the proponent for Signals Intelligence, coordinate with MCIOC to ensure IO is addressed in appropriate Marine Corps Doctrine.

(i) Through the CO MCIA, represent all Marine Corps CNE/CNA issues to NSA; keep the MCIOC informed of all relevant IO issues and discussions.

(j) In conjunction with DC PP&O, provide Marine Corps representation to the Joint Functional Component Commander for Network Warfare; keep the MCIOC informed of all relevant issues.

(6) Dir C4

(a) Support efforts to develop a Marine Corps organic CNO warfighting capability.

(b) Support the establishment of plans and policies for the development of appropriate CNO operational capabilities and subject matter expertise.

(c) Collaborate with Dir MCIOC and CG TECOM to ensure MOS training for the communications fields remains consistent with IO tenets and requirements.

(d) Provide Dir MCIOC with subject matter advice as required.

(e) Provide Information Assurance requirements, policy, and guidance to the MCIOC for their implementation of network capabilities.

(f) In conjunction with the CO MCNOSC, keep the MCIOC informed of network vulnerabilities associated with IO technologies per reference (n).

(g) Provide the Marine Corps Chief Information Officer (CIO) support to the MCIOC and advise the MCIOC of CIO responsibilities to the operating forces.

(h) Collaborate with the DIRINT, CG MCSC and Dir MCIOC to leverage leap-ahead technologies that have the potential to satisfy both CIO responsibilities and MAGTF IO requirements.

(i) Provide Information Technology governance and policy direction to Dir MCIOC on all matters relating to communications technologies and network operations.

(7) Commanding Officer, MCNOSC

(a) Support efforts to develop a Marine Corps organic CNO warfighting capability.

(b) Support the establishment of plans and policies for the development of appropriate CNO operational capabilities and subject matter expertise.

(8) Director, MCIOC

(a) Within 180 days of reaching Initial Operating Capability, review, propose changes to, and validate the interim METs assigned in this Order.

(b) Assist CG TECOM in training IO planners as requested by Marine Corps units.

(c) Serve as the fund administrator for planning, programming, and budgeting on all unit funding requirements.

(d) In coordination with DC PP&O, participate in the FY-09 Program Review and FY-10 POM build.

- (e) In coordination with DC PP&O and DC P&R, establish a PE for the MCIOC.
- (f) In direct support of CG, TECOM, provide primary and secondary IO courses of instruction and IO instructor certification requirements for dissemination via the Training Input Plan.
- (g) In coordination with CG TECOM, provide IO instructor certifications and IO unit training for deployed operational forces.
- (h) In coordination with CG TECOM, ensure periodic visits are made to Marine Corps operational units to conduct appropriate supplementary courses of instruction; provide new information on Marine Corps, Joint, and threat IO weapons and tactics developments; and assist unit IO planners in maintaining unit IO training programs.
- (i) Chair the IO Advisory Group, provide representation at IO conferences, Operational Advisory Groups, and other meetings of an operational and tactical nature concerning IO per reference (o).
- (j) Assist CG TECOM in development of the IO T&R manual as outlined in reference (h).
- (k) Conduct tactical development evaluation projects, and provide qualitative assessments on behalf of Marine Corps IO.
- (l) Coordinate with CG TECOM and the Marine Corps Center for Lessons Learned to ensure IO lessons learned are documented, published, and shared.
- (m) Assist with the development and editing of Marine Corps IO doctrinal publications. Provide SME review of Marine Corps and Joint doctrinal publications and orders relating to and/or incorporating IO.
- (n) Assist TECOM in maintaining an IO training program that supports mission planning, academic requirements and provide recommendations on courseware supporting the phases of the IO T&R manual.
- (o) Maintain liaison with the U.S. Navy, U.S. Air Force, U.S. Army, DoD, and other organizations and agencies, including foreign services, to ensure that IO TTPs are current and appropriate.
- (p) Provide deployed Marine Corps Information Operations (MCIO) Teams, when requested, to assist operational units in preparation for and during operational and training deployments.
- (q) Serve as the occupational field sponsor for IO MOSSs per reference (p).
- (r) Serve as the Executive Agent for the IO Range.
- (9) Commanding Officers
- (a) Ensure IO is conducted in support of the unit's Mission, Mission Essential Task List, and T&R syllabus.

(b) Nominate qualified officers and enlisted personnel for MCIOC recommended IO courses.

(10) IO Staff Officers

(a) As the unit's IO officer, develop and execute a unit training program that supports the commander's training guidance, to include individual T&R training and collective operational unit training.

(b) Serve as the unit SME, responsible to the G-3/S-3, for IO mission planning, integration, execution, and briefing/debriefing in support of MAGTF and Joint tasking.

(c) Ensure all training conducted adheres to established training standards per the references.

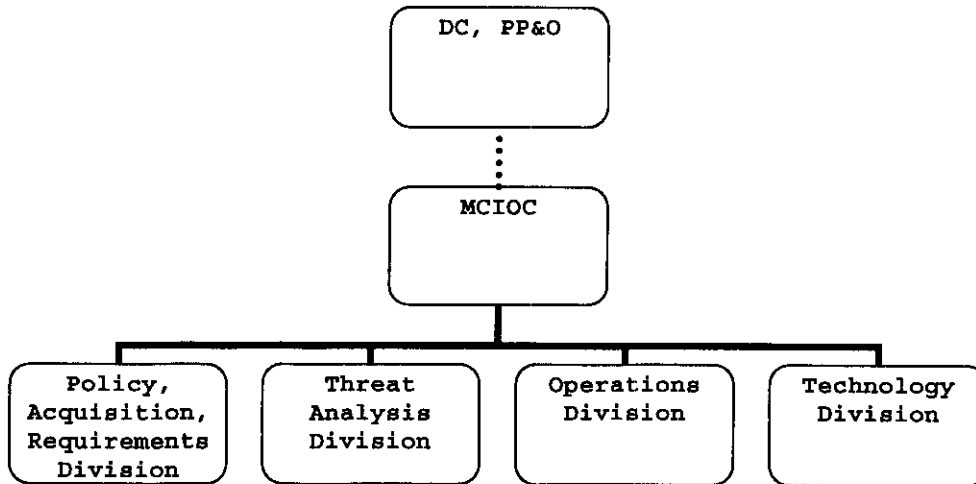
5. Administration and Logistics. Submit all recommendations concerning this Order to the Dir MCIOC via the appropriate chain of command.

6. Command & Signal

a. Command

(1) This Order is applicable to the Marine Corps Total Force.

(2) DC PP&O maintains staff cognizance over the MCIOP and the MCIOC until a final command relationship is established by subsequent order. Refer to the organization chart below.



b. Signal. This Order is effective the date signed.

James T. Conway
James T. Conway

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