

INTELLIGENCE

MARCH 2010

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INTELLIGENCE

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Preface

FM 2-0 is the Army's keystone manual for military intelligence (MI) doctrine. It describes—

- The fundamentals of intelligence operations.
- The intelligence warfighting function.
- The intelligence process.
- MI roles and functions within the context of Army operations.
- Intelligence in unified action.
- Intelligence considerations in strategic readiness.
- The intelligence disciplines.

This field manual (FM) provides MI guidance for commanders, staffs, trainers, and MI personnel at all echelons. It forms the foundation for MI and intelligence warfighting function doctrine development. It also serves as a reference for personnel who are developing doctrine; tactics, techniques, and procedures (TTP); materiel and force structure; and institutional and unit training for intelligence operations.

This FM uses joint and Army terms. These terms are italicized and the number of each proponent publication follows the definition. Definitions for which FM 2-0 is the proponent publication (the authority) are in boldfaced text. These terms and their definitions will be in the next revision of FM 1-02.

In this manual, other aspects of the area of operations (AO) refers to terrain and weather and civil considerations, which can be organized and analyzed using either the mission variables or the operational variables.

This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve unless otherwise stated.

Headquarters, U.S. Army Training and Doctrine Command, is the proponent for this publication. The preparing agency is the U.S. Army Intelligence Center of Excellence (USAICoE), Fort Huachuca, AZ. Send written comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: Commander, USAICoE, ATTN: ATZS-CDI-D (FM 2-0), 550 Cibique Street, Fort Huachuca, AZ 85613-7017. Send comments and recommendations by e-mail to ATZS-FDC-D@conus.army.mil or submit an electronic DA Form 2028.

Summary of Changes

FM 2-0 updates the Army's keystone doctrine on intelligence. The following paragraphs summarize the most important updates and changes from FM 2-0, 17 May 2004, with change 1 dated 11 September 2008.

Chapter 1 makes the following changes:

- Replaces the intelligence battlefield operating system with the intelligence warfighting function in accordance with FM 3-0 and discusses the mission variables for which the intelligence warfighting function is responsible: enemy, terrain (to include weather), and civil considerations.
- Updates the descriptions of the intelligence tasks.
- Addresses the concept of actionable intelligence.
- Describes the characteristics of effective intelligence, which include the six relevant information quality criteria and three additional criteria.
- Introduces the intelligence survey as a means to provide the unit intelligence officer with an initial assessment for recommending intelligence asset apportionment within the area of operations (AO) and how to best use the unit's intelligence assets within the AO.
- Addresses the concept of critical thinking.
- Increases the number of intelligence disciplines from seven to nine by adding geospatial intelligence (GEOINT) and open-source intelligence (OSINT).
- Addresses the emerging capabilities of biometrics, Distributed Common Ground System-Army (DCGS-A), human terrain analysis teams, document and media exploitation (DOMEX) in modern military operations, and the concept of red teaming.

Chapter 2 makes the following changes:

- Provides an overview of national, joint, and Army intelligence organizations.
- Updates unified action and force projection operations sections based on FM 3-0.

Chapter 3 describes the operational concept, discusses intelligence support to the elements of full spectrum operations, and introduces the elements of combat power based on FM 3-0.

Chapter 4 makes the following changes:

- Updates the intelligence process by combining the collect and process steps, adding a continuing activity (generate intelligence knowledge), and describing an additional input to the intelligence process (commander's input).
- Establishes the definition of an intelligence requirement and describes the information priorities hierarchy for the intelligence warfighting function.

Chapters 5 through 13 make the following changes:

- Address the generate intelligence knowledge continuing activity for the all-source analyst.
- Incorporate the updated intelligence preparation of the battlefield (IPB) steps.
- Describe the intelligence running estimate.
- Update the counterintelligence (CI) functions and organizations.
- Update human intelligence (HUMINT) functions and organizations based on FM 2-22.3.
- Introduce GEOINT as an intelligence discipline and discuss the Army implementation of GEOINT in chapter 8.
- Incorporate changes to the measurement and signature intelligence (MASINT) discipline.

- Introduce OSINT as an intelligence discipline in chapter 11.
- Updates signals intelligence (SIGINT) definitions and organizations.

Appendix A adds instructions on the contents of the intelligence estimate, intelligence running estimate, and intelligence summary (INTSUM).

Appendix B updates language support requirements and adds a short discussion of language technology.

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PART ONE

Intelligence Across the Spectrum of Conflict

Part One discusses the role of intelligence in operations conducted under conditions ranging from stable peace to general war and back to stable peace. The primary focus of the intelligence warfighting function is to provide timely, relevant, accurate, predictive, and tailored intelligence that focuses missions and operations.

Chapter 1 describes the operational environment and the roles of intelligence within the operational environment. It introduces the intelligence warfighting function, the intelligence tasks, and the intelligence process, which is the mechanism through which the intelligence warfighting function supports the warfighter. This chapter also introduces the intelligence disciplines, which are explained in detail in Part Three of this manual.

Chapter 2 describes the interaction of the intelligence warfighting function within the nation's intelligence community structure and the role of Army intelligence within that community; it provides an overview of the intelligence community capabilities from the national level to the tactical level across the spectrum of conflict. This chapter also discusses the concepts and components of intelligence reach, and it provides an overview of intelligence readiness, particularly the intelligence requirements associated with force projection.

Chapter 1

Intelligence and the Operational Environment

THE OPERATIONAL ENVIRONMENT

1-1. An *operational environment* is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). An operational environment encompasses physical areas and factors of the air, land, maritime, and space domains. It also includes all enemy, adversary, friendly, and neutral systems that may affect the conduct of a specific operation.

OPERATIONAL VARIABLES

1-2. Analysis of the broad aspects of an operational environment in terms of the operational variables—political, military, economic, social, information, infrastructure, physical environment, and time—provides relevant information that senior commanders use to understand, visualize, and describe the operational environment. As a set, these operational variables are often abbreviated as PMESII-PT. (See FM 3-0.)

1-3. While the operational variables are directly relevant to campaign planning, they may be too broad to be applied directly to tactical planning. This does not mean they are not of value at all levels. They are fundamental to developing the understanding of the operational environment necessary to conduct planning at any level, in any situation.

1-4. When identifying threats based on the joint systems approach (using PMESII), there are three primary components of the operational environment for which the intelligence warfighting function is responsible: threat, terrain (to include weather), and civil considerations.

1-5. The degree to which each operational variable provides useful information depends on the situation and echelon. Once intelligence Soldiers have completed their overall analysis, they factor in small unit leaders' intelligence requirements. For example, social and economic variables often receive close analysis as part of enemy and civil considerations at brigade and higher levels. These factors may affect the training and preparation of small units. However, they may not be relevant to a small unit leader's mission analysis. That leader may only be concerned with questions such as, "Who is the tribal leader for this village?" "Is the electrical generator working?" "Does the enemy have antitank missiles?"

MISSION VARIABLES

1-6. Upon receipt of a warning order (WARNO) or mission, Army leaders narrow their focus to six mission variables. Mission variables are those aspects of the operational environment that directly affect a mission. They outline the situation as it applies to a specific Army unit. The mission variables are mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). These are the categories of relevant information used for mission analysis. (*Relevant information* is all information of importance to commanders and staffs in the exercise of command and control [FM 3-0].) Army leaders use the mission variables to synthesize the operational variables and tactical-level information with local knowledge about conditions relevant to their mission. Intelligence warfighting function Soldiers are responsible for describing the enemy, terrain and weather, and civil considerations:

- **Enemy.** Relevant information regarding the enemy may include—
 - Threat characteristics (previously order of battle factors).
 - Threat courses of action (COAs).
- **Terrain and weather.** Terrain and weather are natural conditions that profoundly influence operations. Terrain and weather are neutral. They favor neither side unless one is more familiar with—or better prepared to operate in—the environment of the area of operations (AO).
- **Civil considerations.** *Civil considerations* are the influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations (FM 6-0). Civil considerations comprise six characteristics expressed in the memory aid ASCOPE:
 - Areas.
 - Structures.
 - Capabilities.
 - Organizations.
 - People.
 - Events.

Note. For additional information on ASCOPE and the intelligence preparation of the battlefield (IPB) process, see FM 2-01.3. Understanding the operational environment requires understanding the civil aspects of the area of influence.

1-7. Analysis based on the mission variables (METT-TC) enables leaders to synthesize operational-level information with local knowledge relevant to their missions and tasks in a specified AO. Tactical and

operational leaders can then anticipate the consequences of their operations before and during execution. (See FM 3-0 for a detailed discussion of the operational and mission variables.)

THE INTELLIGENCE WARFIGHTING FUNCTION

1-8. *Intelligence* is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity that results in the product and to the organizations engaged in such activity (JP 2-0). The Army generates intelligence through the intelligence warfighting function.

1-9. *The intelligence warfighting function* is the related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil considerations (FM 3-0). It includes tasks associated with intelligence, surveillance, and reconnaissance (ISR) operations and is driven by the commander. Intelligence is more than just collection. Developing intelligence is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. The intelligence warfighting function includes the following tasks:

- Support to force generation.
- Support to situational understanding.
- Perform ISR.
- Support to targeting and information superiority.

1-10. The intelligence warfighting function is one of six warfighting functions:

- Movement and maneuver.
- Intelligence.
- Fires.
- Sustainment.
- Command and control.
- Protection.

1-11. A *warfighting function* is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives (FM 3-0). (See FM 3-0, chapter 4, for an overview of the warfighting functions.) The intelligence warfighting function is a flexible force of personnel, organizations, and equipment that, individually or collectively, provide commanders with the timely, relevant, accurate, predictive, and tailored intelligence required to visualize the AO, assess the situation, and direct military actions. Additionally, the intelligence warfighting function—

- Is a complex system that operates worldwide, from below ground to space, in support of operations.
- Includes the ability to leverage theater and national capabilities.
- Requires cooperation and federation of ISR and analysis efforts internally; with higher, lower, and adjacent organizations; and across Service components and multinational forces.

1-12. The intelligence warfighting function not only includes assets within the military intelligence (MI) branch, but also those of other branches and warfighting functions that conduct intelligence warfighting function tasks. Every Soldier, as a part of a small unit, is a potential information collector and an essential contributor to the commander's situational understanding. Each Soldier develops a special level of awareness simply due to exposure to events occurring in the AO, and has the opportunity to collect and report information by observation and interaction with the population. (See paragraph 3-3.)

1-13. Conducting (planning, preparing, executing, and assessing) military operations requires intelligence regarding the threat (traditional, irregular, catastrophic, and disruptive) and other aspects of the AO. The intelligence warfighting function generates intelligence and intelligence products that portray the enemy and other aspects of the AO. These intelligence products enable commanders to identify potential COAs,

plan operations, employ forces effectively, employ effective tactics and techniques, and implement protection.

1-14. The intelligence warfighting function is always engaged in supporting the commander in offensive, defensive, stability, and, when directed, civil support operations. Intelligence provides timely, relevant, accurate, predictive, and tailored products. It supports realistic training, thorough planning, meticulous preparation, and aggressive execution, all of which posture the Army for success. The current deployment tempo requires intelligence readiness to support the full spectrum operations at any point along the spectrum of conflict. This support reaches across levels of war to produce the intelligence required to successfully accomplish the mission through a combination of space, aerial, seaborne, and ground-based systems to provide the most comprehensive intelligence possible. During force projection operations, the intelligence warfighting function supports the commander with accurate and responsive intelligence from predeployment through redeployment.

1-15. The intelligence warfighting function architecture—the components comprising the intelligence warfighting function—provides specific intelligence and communication structures at each echelon from the national level through the tactical level. (In recent years, brigade combat team [BCT] intelligence capabilities and access have increased significantly.) These structures include intelligence organizations, systems, and procedures for generating intelligence knowledge and for planning, preparing, collecting, and producing intelligence and other critical information in a useable form to those who need it, when they need it. Effective communication connectivity and automation are essential components of this architecture.

PURPOSE OF INTELLIGENCE

1-16. The purpose of intelligence is to provide commanders and staffs with timely, relevant, accurate, predictive, and tailored intelligence about the enemy and other aspects of the AO. Intelligence supports the planning, preparing, execution, and assessment of operations. The most important role of intelligence is to drive operations by supporting the commander's decisionmaking.

ROLE OF INTELLIGENCE

1-17. Intelligence drives the conduct of operations. Therefore, intelligence officers are responsible for ensuring that the intelligence warfighting function operates effectively and efficiently. Intelligence officers are not simply managers; they are the commander's primary advisors on employing ISR assets and driving ISR collection. In addition, intelligence officers support their commanders with analysis and production of timely, relevant, accurate, and predictive information tailored to the commander's specific needs.

1-18. Commanders require intelligence about the enemy and other aspects of the AO before executing operations to effectively accomplish their missions. Intelligence helps commanders visualize the AO, organize their forces, and control operations to achieve their objectives. Intelligence supports protection by alerting commanders to threats and assisting in preserving and protecting the force.

1-19. Units may have to deal with multiple threats. Commanders must understand how current and potential enemies organize, equip, train, employ, and control their forces. Intelligence provides an understanding of the enemy, which assists in conducting operations. Commanders must also understand their AO, area of influence, area of interest, and the impact of each on friendly and threat operations.

1-20. Intelligence personnel provide mission-oriented intelligence about enemy forces within the AO, area of influence, and area of interest as well as about other relevant aspects of the AO. All-source analysts depend upon ISR activities to collect and provide information about the threat and other aspects of the AO. They make their most significant contributions when they accurately predict (predictive intelligence) possible enemy events and actions. Intelligence is never perfect and can be extremely time consuming and difficult. However, providing worst-case and probable threat COAs based on verified or probable threat capabilities and intent during wargaming is a core intelligence function.

1-21. Predictive intelligence is not an exact science and is vulnerable to incomplete information. Commanders must understand that intelligence predictions are only estimates and they accept an amount of risk in formulating plans based only on the intelligence officer's assessments. The intelligence officer uses all-source intelligence to try to mitigate the risk. The intelligence officer should ensure the commander is aware of, and has taken into account, all aspects of the enemy, terrain and weather, and civil considerations portions of the mission variables, and should provide the commander with an estimate regarding the degree of confidence the intelligence officer places in each analytic prediction.

1-22. Predictive intelligence enables the commander and staff to anticipate key enemy events or reactions and develop branch plans to counter them. Intelligence professionals tailor intelligence to the commander's requirements to support the commander's situational understanding. Commanders require intelligence in a clear and concise format so they can understand it, believe it, and act on it. It is the intelligence officer's primary function to deliver timely intelligence to the commander. A close professional relationship allows intelligence officers to provide the best possible support to their commander. It helps them to tailor products to the commander's needs. Commanders and intelligence officers must work to develop this relationship.

INTELLIGENCE TASKS

1-23. The personnel and organizations within the intelligence warfighting function conduct four primary tasks:

- Support to force generation.
- Support to situational understanding.
- Perform ISR.
- Support to targeting and information superiority.

1-24. The primary intelligence tasks facilitate the commander's visualization and understanding of the threat and other aspects of the AO. These tasks are interactive and often occur simultaneously. Table 1-1, page 1-6, shows an example of these tasks tailored to the commander's needs. (See FM 7-15, chapter 2, for the complete list of intelligence tactical tasks and their measures of performance.)

SUPPORT TO FORCE GENERATION

1-25. Support to force generation is the task of generating intelligence knowledge concerning an area of interest, facilitating future intelligence operations, and tailoring the force. It includes establishing intelligence communication and knowledge management architectures. These architectures enable collaboration among strategic, operational, and tactical intelligence organizations in the following areas—intelligence reach; collaborative analysis; data storage, processing, and analysis; and intelligence production. Support to force generation includes five tasks:

- Provide intelligence readiness.
- Establish an intelligence architecture.
- Provide intelligence overwatch.
- Generate intelligence knowledge.
- Tailor the intelligence force.

Provide Intelligence Readiness

1-26. Intelligence readiness operations develop baseline knowledge of multiple potential threats and operational environments. These operations support ongoing operations, contingency planning, and operational preparation. These operations and related intelligence training activities enable the intelligence warfighting function to support the commander's intelligence requirements effectively. Provide intelligence readiness includes the following three tasks:

- Perform indications and warning (I&W).
- Conduct intelligence readiness operations.
- Conduct Foundry.

Table 1-1. Intelligence tailored to the commander's needs

| <i>Intelligence tasks ►</i> | <i>Commander's focus ►</i> | <i>Commander's decisions</i> |
|---|---|--|
| <i>Support to force generation</i> <ul style="list-style-type: none"> • Provide intelligence readiness. • Establish an intelligence architecture. • Provide intelligence overwatch. • Generate intelligence knowledge. • Tailor the intelligence force. | Orient on contingencies. | Should the unit's level of readiness be increased? Should the operation plan be implemented? |
| <i>Support to situational understanding</i> <ul style="list-style-type: none"> • Perform intelligence preparation of the battlefield (IPB). • Perform situation development. • Provide intelligence support to protection. • Provide tactical intelligence overwatch. • Conduct police intelligence operations. • Provide intelligence support to civil affairs (CA) activities. | Plan an operation. Prepare. Execute. Assess. Secure the force. | Which course of action (COA) will be implemented? Which enemy actions are expected? |
| <i>Perform intelligence, surveillance, and reconnaissance (ISR)</i> <ul style="list-style-type: none"> • Perform ISR synchronization. • Perform ISR integration. • Conduct reconnaissance. • Conduct surveillance. • Conduct related missions and operations. | Plan an operation. Prepare. Execute. Assess. | Which decision points, high-payoff targets (HPTs), and high-value targets (HVTs) are linked to the enemy's actions? Are the assets available and in position to collect on the decision points, HPTs, and HVTs? Have the assets been repositioned for branches or sequels? |
| <i>Support to targeting and information superiority</i> <ul style="list-style-type: none"> • Provide intelligence support to targeting. • Provide intelligence support to Army information tasks. • Provide intelligence support to combat assessment. | Utilize lethal or nonlethal fires against targets. Destroy/suppress/neutralize targets. Reposition intelligence or attack assets. | Are the unit's fire (lethal and nonlethal) and maneuver effective? Which targets should be re-engaged? Is the unit's information engagement effective? |

Perform Indications and Warning

1-27. This task provides the commander with advance warning of threat actions or intentions. The intelligence officer develops I&W to rapidly alert the commander of events or activities that would change the basic nature of the operation. I&W enable the commander to quickly reorient the force to unexpected contingencies and shape the operational environment.

Conduct Intelligence Readiness Operations

1-28. Intelligence readiness operations support contingency planning and preparation by developing baseline knowledge of multiple potential threats and operational environments. This information and training enable a collaborative effort and environment to provide the best possible initial threat understanding.

Conduct Foundry

1-29. Foundry is a training program designed to sustain critical intelligence capabilities and perishable intelligence skills, and to provide regional focus, technical training, and functional expertise to the tactical MI force through home-station training platforms, mobile training teams, and live environment training opportunities. Foundry provides a single hub for advanced skills training across the Active Army, Army National Guard, and the Army Reserve MI force. It also provides training to leaders who supervise MI missions and Soldiers who perform MI activities.

Establish an Intelligence Architecture

1-30. Establishing an intelligence architecture includes complex and technical issues that include sensors, data flow, hardware, software, communications, communications security materials, network classification, technicians, database access, liaison officers, training, and funding. A well-defined and -designed intelligence architecture can offset or mitigate structural, organizational, or personnel limitations. This architecture provides the best possible understanding of the threat, terrain and weather, and civil considerations. Establish an intelligence architecture includes the following four tasks:

- Conduct intelligence reach.
- Develop and maintain automated intelligence networks.
- Establish and maintain access.
- Create and maintain intelligence databases.

Conduct Intelligence Reach

1-31. ***Intelligence reach is a process by which intelligence organizations proactively and rapidly access information from, receive support from, and conduct direct collaboration and information sharing with other units and agencies, both within and outside the area of operations, unconstrained by geographic proximity, echelon, or command.*** Intelligence obtained through intelligence reach helps the staff plan and prepare for operations and answer commander's critical information requirements (CCIRs) without the need for the information to pass through a formal hierarchy.

Develop and Maintain Automated Intelligence Networks

1-32. This task entails providing information systems that connect unique assets, units, echelons, agencies, and multinational partners for intelligence, collaborative analysis and production, dissemination, and intelligence reach. It uses existing automated information systems, such as the Distributed Common Ground System-Army (DCGS-A), and, when necessary, creates operationally specific networks. In either case, these networks allow access to unclassified and classified means, and interoperability across the AO. This task includes identifying deficiencies in the following: systems or networks, Service procedures, system administration procedures, security procedures, alternate power plan, redundancy, system backups, and update procedures.

Establish and Maintain Access

1-33. This task entails establishing, providing, and maintaining access to classified and unclassified programs, databases, networks, systems, and other Web-based collaborative environments for Army forces, joint forces, national agencies, and multinational organizations. Its purpose is to facilitate intelligence reporting, production, dissemination, and sustainment; intelligence reach; and a multilevel collaborative information environment.

Create and Maintain Intelligence Databases

1-34. This task entails creating and maintaining unclassified and classified databases. Its purpose is to establish interoperable and collaborative environments for Army forces, joint forces, national agencies, and multinational organizations. This task facilitates intelligence analysis, reporting, production, dissemination, sustainment, and intelligence reach. It also includes the requirements for formatting and standardization,

indexing and correlation, normalization, storage, security protocols, and associated applications. The following must be addressed in database development, management, and maintenance:

- Data sources.
- Information redundancy.
- Import and export standards.
- Data management and standards.
- Update and backup procedures.
- Data mining, query, and search protocols.

Provide Intelligence Overwatch

1-35. Intelligence overwatch is creating standing fixed analytical intelligence capabilities that provide dedicated intelligence support to committed maneuver units. The overwatch element is connected via a shared intelligence network that can extract information from multiple sources and provide succinct answers (vice megabytes of information) directly to supported units when time is critical.

Generate Intelligence Knowledge

1-36. Generate intelligence knowledge is a continuous, user-defined task driven by the commander. It begins before mission receipt and provides the relevant knowledge required regarding the operational environment for the conduct of operations. As soon as the intelligence officer and other staff sections begin to collect data on the operational environment, they should organize the data into databases that meet the commander's visualization requirements. The execution of this task must follow all applicable policies and regulations on information collection and operations security (OPSEC).

1-37. The information and intelligence obtained are refined into knowledge for use in mission analysis through functional analysis. Information is obtained through intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; open-source intelligence (OSINT); and other information sources. Generate intelligence knowledge is the foundation for performing IPB and mission analysis. The primary product of the generate intelligence knowledge task is the initial data files and intelligence survey. (See paragraphs 4-18 through 4-21.) Generate intelligence knowledge includes five tasks. Each of the first four tasks is translated into a database or data files based on the commander's guidance to support the commander's visualization:

- Develop the foundation to define threat characteristics.
- Obtain detailed terrain information and intelligence.
- Obtain detailed weather and weather effects information and intelligence.
- Obtain detailed civil considerations information and intelligence.
- Complete studies.

Develop the Foundation to Define Threat Characteristics

1-38. This task entails obtaining detailed information and intelligence concerning threat characteristics (formerly order of battle) affecting the conduct of operations. The intelligence section obtains this information from sources that include intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; and OSINT. This task develops specific, detailed information for each threat characteristic. The information, intelligence, products, and materials obtained are refined for use in mission analysis, IPB, and other planning tasks. This refinement occurs through functional analysis and other analytic techniques.

Obtain Detailed Terrain Information and Intelligence

1-39. This task entails obtaining detailed information and intelligence about the terrain in the expected area of interest from sources that include intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; and OSINT. The information, intelligence, products,

and materials are refined for use in mission analysis, IPB, and other planning tasks through functional analysis. This task encompasses the types of environments (for example, desert, jungle) and the military aspects of terrain.

Obtain Detailed Weather and Weather Effects Information and Intelligence

1-40. This task entails obtaining detailed information and intelligence regarding recent and historical weather trends, seasonal patterns, aspects of the weather, and weather zones. This task includes obtaining information from sources about the weather's effects on friendly and enemy forces and operations in the area of interest. Sources include intelligence reach; research; data mining; database access through the digital topographic support system; academic studies, products, or materials; intelligence archives; and OSINT. This task requires specific and detailed information for each weather factor.

1-41. The Integrated Meteorological System (accessed through DCGS-A) provides commanders at all echelons with an automated weather system. This system receives, processes, and disseminates weather observations, forecasts, and decision aids for weather and environmental effects to all warfighting functions. The information, intelligence, products, and materials obtained are refined for use in mission analysis, IPB, and other planning tasks through functional analysis.

Obtain Detailed Civil Considerations Information and Intelligence

1-42. This task entails obtaining detailed information and intelligence concerning the civil considerations within or affecting the expected area of interest. The intelligence section obtains this information from sources that include intelligence reach; research; data mining; database access; academic studies, products, or materials; intelligence archives; and OSINT. The data, information, intelligence, products, and materials obtained are refined for use in mission analysis, IPB, and other planning tasks through functional analysis. This task develops specific and detailed information for each characteristic of civil considerations.

Complete Studies

1-43. To assist in achieving goals and objectives, this task entails providing the requesting command or organization with detailed information, assessments, and conclusions about the AO and area of interest. A study can be a systems or functional analysis product. It should be as detailed and in-depth as time allows. Studies provide knowledge that supports understanding of the local populations; cultures and caste system; societal systems or organizations; political systems and structures; religions practiced and their impacts; moral beliefs and their impacts; civil authority considerations; military organizations, structure, and equipment; and attitudes toward U.S., multinational, or host-nation forces. Studies can also include the views and attitudes of multinational and host-nation forces towards these factors. Complete studies include two tasks:

- **Conduct area, regional, or country study.** This task entails studying and providing mission-focused knowledge of the terrain and weather, civil considerations, and threat characteristics for a specified area or region of a foreign country—including the attitudes of the populace and leaders toward joint, multinational, or host-nation forces—to assist in achieving goals and objectives. Studies can also include the views and attitudes of multinational and host-nation forces. Studies provide detailed information, assessments, and conclusions on the area of interest of the requesting command or organization. Studies should be as detailed as time allows.
- **Conduct specified study.** This task entails studying and providing focused knowledge of the terrain and weather, civil considerations, and threat characteristics for a specified topic or requirement. Studies provide the requesting command or organization with detailed information, assessments, and conclusions on the area of interest. Studies should be as detailed and in-depth as time allows.

Tailor the Intelligence Force

1-44. The generating force uses mission analysis to focus the allocation of intelligence resources for use by a joint task force (JTF) or combatant commander as well as to support strategic objectives, the Army's

mission, and operations at each echelon. Based on their own mission analysis, the staff at each echelon allocates intelligence resources obtained through the generating force according to the commander's guidance, intent, and mission objectives.

SUPPORT TO SITUATIONAL UNDERSTANDING

1-45. *Situational understanding* is the product of applying analysis and judgment to relevant information to determine the relationship among the mission variables to facilitate decisionmaking (FM 3-0). Support to situational understanding is the task of providing information and intelligence to commanders to assist them in achieving a clear understanding of the force's current state with relation to the threat and other aspects of the AO. It supports the commander's ability to make sound decisions. Support to situational understanding includes the following six tasks:

- Perform IPB.
- Perform situation development.
- Provide intelligence support to protection.
- Provide tactical intelligence overwatch.
- Conduct police intelligence operations.
- Provide intelligence support to civil affairs (CA) activities.

Perform Intelligence Preparation of the Battlefield

1-46. *Intelligence preparation of the battlefield* is a systematic process of analyzing and visualizing the portions of the mission variables of threat, terrain and weather, and civil considerations in a specific area of interest and for a specific mission. By applying intelligence preparation of the battlefield, commanders gain the information necessary to selectively apply and maximize operational effectiveness at critical points in time and space (FM 2-01.3). IPB is a continuous staff planning activity undertaken by the entire staff. The staff aims to understand the operational environment and the options it presents to friendly and threat forces. (See FM 2-01.3 and FMI 2-01.301 for details.)

Perform Situation Development

1-47. Situation development is a process for analyzing information and producing current intelligence concerning the portions of the mission variables of enemy, terrain and weather, and civil considerations within the AO before and during operations. The process helps the intelligence officer recognize and interpret indicators of threat intentions and objectives. Situation development confirms or denies threat COAs, provides threat locations, explains what the threat is doing in relation to the friendly force commander's intent, and provides an estimate of threat combat effectiveness. The locations and actions of noncombatant elements and nongovernmental and other civilian organizations in the AO that may impact operations should also be considered. Through situation development, the intelligence officer quickly identifies information gaps, explains threat activities in relation to the unit's operations, and assists the commander in gaining and maintaining situational understanding. Situation development helps the commander make decisions, including when to execute branches and sequels.

Provide Intelligence Support to Protection

1-48. This task includes providing intelligence that supports measures the command takes to remain viable and functional by protecting itself from the effects of threat activities. It also provides intelligence that supports recovery from threat actions. This task supports the protection warfighting function and is linked to antiterrorism and homeland security.

Provide Tactical Intelligence Overwatch

1-49. Tactical intelligence overwatch involves creating standing fixed analytical intelligence capabilities that provide dedicated intelligence support to committed maneuver units. The tactical intelligence overwatch element is connected through a shared intelligence network that can extract information from

multiple sources and provide succinct answers directly to supported units when time is critical. (See paragraph 1-35.)

Conduct Police Intelligence Operations

1-50. Police intelligence operations is a military police (MP) function, integrated within all MP operations, that supports the operations process through analysis, production, and dissemination of information collected as a result of police activities to enhance situational understanding, protection, civil control, and law enforcement. This information, whether police, criminal, or tactical in nature, is gathered during the conduct of MP operations and upon analysis may contribute to CCIRs and intelligence-led, time-sensitive operations, or policing strategies necessary to forecast, anticipate, and preempt crime or related disruptive activities to maintain order. Police intelligence results from the application of systems, technologies, and processes that analyze applicable data and information necessary for situational understanding and focusing policing activities to achieve social order. (See FM 3-19.50.)

1-51. Police intelligence operations respond to the reality that in some operational environments the threat is more criminal than conventional in nature. In those environments, it is not uncommon for members of armed groups, insurgents, and other belligerents to use or mimic established criminal enterprises and practices to move contraband, raise funds, or to generally or specifically further their goals and objectives. Assessing the impact of criminal activity on military operations and deconflicting that activity from other threat or environmental factors can be essential to effective targeting and mission success.

1-52. The police intelligence operations function represents the MP capability to collect, analyze, and process relevant information from many sources generally associated with policing activities and MP operations. The police intelligence operations function is a continuous process used by MPs to collect, analyze, and disseminate police information and police intelligence on infrastructure, systems, populations, and individuals gathered while conducting MP operations. Information is collected and analyzed from a policing viewpoint. Information and intelligence from other operational elements are also fused with information collected through police intelligence operations to develop a complete common operational picture (COP) of the operational environment that drives future operations. Information collected through the execution of police intelligence operations is fed into the integrating processes of the Army operations process.

Note. The police intelligence operations function is not an intelligence discipline; it is a law enforcement function. However, it is within the critical intelligence task “support situational understanding” that police intelligence operations best support the Army operations process and informs the intelligence process. Police intelligence operations are essential to this task, particularly where irregular threats (criminal, terrorist, and insurgents) threaten the security of U.S. forces and military operations. This function supports and enhances the commander’s situational awareness and the COP through collection, analysis, and appropriate dissemination of relevant criminal and police information, and police intelligence.

The police intelligence operations function is a vital tool of law enforcement and criminal investigators that distribute and focus MP and criminal investigations assets. United States Codes, Executive orders, Department of Defense (DOD) directives, and Army regulations contain specific guidance regarding the prohibition of intelligence personnel from collecting intelligence on U.S. citizens, U.S. corporations, and resident aliens. Any access by the intelligence community to information or products resulting from police intelligence operations directed against American citizens should undergo competent legal review.

Provide Intelligence Support to Civil Affairs Activities

1-53. MI organizations performing this task collect and provide information and intelligence products concerning civil considerations in support of CA activities.

PERFORM INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

1-54. *Intelligence, surveillance, and reconnaissance* is an activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination of systems in direct support of current and future operations. This is an integrated intelligence and operations function. For Army forces, this combined arms operation focuses on priority intelligence requirements while answering the commander's critical information requirements (FM 3-0). Through ISR, commanders and staffs continuously plan, task, and employ collection assets and forces. These forces collect, process, and disseminate timely and accurate information, combat information, and intelligence to satisfy the CCIRs and other intelligence requirements. When necessary, ISR assets focus on special requirements such as personnel recovery. Perform ISR includes five tasks:

- Perform ISR synchronization.
- Perform ISR integration.
- Conduct reconnaissance.
- Conduct surveillance.
- Conduct related missions and operations.

Perform ISR Synchronization

1-55. *Intelligence, surveillance, and reconnaissance synchronization* is the task that accomplishes the following: analyzes information requirements and intelligence gaps; evaluates available assets internal and external to the organization; determines gaps in the use of those assets; recommends intelligence, surveillance, and reconnaissance assets controlled by the organization to collect on the commander's critical information requirements; and submits requests for information for adjacent and higher collection support (FM 3-0). (See FMI 2-01 for ISR synchronization doctrine.) This task ensures that ISR, intelligence reach, and requests for information (RFIs) successfully report, produce, and disseminate information, combat information, and intelligence to support decisionmaking. The intelligence officer, in coordination with the operations officer and other staff elements as required, synchronizes the entire collection effort. This effort includes assets the commander controls and those of adjacent and higher echelon units and organizations. It also uses intelligence reach to answer the CCIRs and other requirements. Perform ISR synchronization includes two tasks—develop information requirements and develop ISR synchronization tools.

Develop Requirements

1-56. The intelligence staff develops a prioritized list focusing on what information it needs to collect in order to produce intelligence. Additionally, the intelligence staff dynamically updates and adjusts the requirements in response to mission adjustments and changes. Each requirement is assigned a latest time information is of value to meet operational requirements.

Develop ISR Synchronization Tools

1-57. The entire unit staff develops their information requirements and determines how best to satisfy them. The staff uses reconnaissance and surveillance assets to collect information. There are at least three ISR synchronization tools: the requirements management matrix, ISR synchronization matrix, and ISR overlay. ISR synchronization tools address all assets the operations officer can task or request as well as the coordinating mechanisms needed to ensure adequate coverage of the area of interest. The operations officer uses these tools in ISR integration to develop the ISR plan.

Perform ISR Integration

1-58. *Intelligence, surveillance, and reconnaissance integration* is the task of assigning and controlling a unit's intelligence, surveillance, and reconnaissance assets (in terms of space, time, and purpose) to collect and report information as a concerted and integrated portion of operation plans and orders (FM 3-0). The operations officer integrates the best ISR assets into the operation through a deliberate and coordinated

effort of the entire staff across all warfighting functions. Specific information requirements (SIRs) facilitate tasking by matching requirements to assets. ISR integration is vital in controlling limited ISR assets. During ISR integration, intelligence requirements are identified, prioritized, and validated. The staff recommends redundancy, mix, and cues as appropriate as well as feasible tasks that are thoroughly planned and written into the order. The result of ISR synchronization and ISR integration is an effort focused on answering the commander's requirements. Perform ISR integration includes two tasks—develop the ISR plan and execute, evaluate, and update the ISR plan.

Develop the ISR Plan

1-59. The operations officer develops the ISR plan. This plan reflects an integrated collection strategy and employment, production, and dissemination scheme that will effectively answer the CCIRs. The entire unit staff analyzes each requirement to determine how best to satisfy it. The staff receives ISR tasks and RFIs from subordinate and adjacent units and higher headquarters. The ISR plan includes all assets that the operations officer can task or request, and coordinating mechanisms to ensure adequate coverage of the area of interest.

Execute, Evaluate, and Update the ISR Plan

1-60. This task includes updating reconnaissance and surveillance through dynamic retasking and periodic updates of the ISR plan. The operations officer updates the ISR plan based on information received from the intelligence officer. The operations officer integrates and manages the ISR effort through an integrated staff process and procedures. As priority intelligence requirements (PIRs) are answered and new information requirements arise, the intelligence officer updates the intelligence synchronization tools and provides new input to the operations officer, who updates the ISR plan. The intelligence and operations officers work closely with all staff elements to ensure the unit's organic, assigned, attached, and operational control (OPCON) collectors receive appropriate taskings.

Conduct Reconnaissance

1-61. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 2-0). Other detection methods include signals, imagery, and measurement of signatures or other technical characteristics. This task includes performing chemical, biological, radiological, and nuclear (CBRN) reconnaissance. It also includes engineer reconnaissance (including infrastructure reconnaissance and environmental reconnaissance).

Conduct Surveillance

1-62. *Surveillance* is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things by visual, aural, electronic, photographic, or other means (JP 3-0). Other means may include but are not limited to space-based systems and special CBRN, artillery, engineer, special operations forces, and air defense equipment. Surveillance involves observing an area to collect information.

Conduct Related Missions and Operations

1-63. Conduct related missions and operations encompasses tasks that facilitate the conduct of reconnaissance and surveillance. It also includes specialized missions (such as sensitive site exploitation) that provide intelligence and information outside the traditional ISR construct. Conduct related missions and operations includes four tasks:

- Establish a mission intelligence briefing and debriefing program.
- Conduct intelligence coordination.
- Support sensitive site exploitation.
- Provide intelligence support to personnel recovery.

Establish a Mission Intelligence Briefing and Debriefing Program

1-64. Commanders establish, support, and allocate appropriate resources for a mission intelligence briefing and debriefing program. Conducting battle updates and after-action reviews are separate tasks from the mission briefing and debriefing program.

1-65. The intelligence officer section develops a mission intelligence briefing plan and complementary debriefing plan to support the commander's program. Soldiers receive a mission intelligence briefing before executing a patrol or similar operation. The briefing sensitizes Soldiers to specific information and reporting requirements, information gaps, and unique mission requirements. The mission intelligence briefing and debriefing generally follow the format of a mission briefing—review the route traveled, collection objectives of the patrol, and the methods employed. The debriefing program captures the SIRs the patrol was to collect and any additional information and observations the patrol made concerning the operational environment. It also collects any fliers, pamphlets, media, or pictures the patrol found or obtained. Within this task are two tasks:

- **Establish a mission intelligence briefing plan.** The intelligence section develops the mission intelligence briefing plan. The mission intelligence briefing plan identifies information Soldiers executing patrols should be seeking. It ensures that all Soldiers conducting patrols, tactical movements, and nontactical movements are sensitized to SIRs, reporting requirements, information gaps, and unique mission requirements. The intelligence mission briefing and debriefing generally follow the format of a mission briefing: review the route traveled, collection objectives of the patrol, and methods employed.
- **Establish a debriefing plan.** The intelligence section develops a complementary debriefing plan. The debriefing plan captures information related to the SIRs the patrol collected against, and any additional information and observations the patrol made concerning the operational environment. It also collects any fliers, pamphlets, media, or pictures the patrol found or obtained. The plan should include all returning patrols, leaders who have traveled to meetings, returning human intelligence (HUMINT) collection teams, aircrews, and others who may have obtained information of intelligence value. The intelligence section debriefs personnel. Debriefers then write and submit a report or report information verbally, as appropriate. The requirement for a debriefing by the intelligence section, following each mission, should be a part of the intelligence mission briefing. Leaders should not consider the mission complete and release personnel until the debriefings and reporting are completed.

Conduct Intelligence Coordination

1-66. Conduct intelligence coordination is carried out by the intelligence section to facilitate active collaboration, laterally and vertically. It includes establishing and maintaining technical channels to refine and focus the intelligence disciplines performing ISR tasks. It also properly coordinates the discipline assets when operating in another unit's AO. Conduct intelligence coordination includes two tasks:

- **Establish and maintain technical channels.** Intelligence commanders and intelligence staffs maintain control of each intelligence discipline during operations through technical channels to ensure adherence to applicable laws and policies, ensure proper use of doctrinal techniques, and provide technical support and guidance. Applicable laws and policies include all relevant U.S. law, the law of war, international law, directives, DOD instructions, and orders. Commanders direct operations but often rely on the intelligence section's technical expertise to conduct portions of the unit's collection effort. Technical channels also involve translating ISR tasks into the specific parameters used to focus highly technical or legally sensitive aspects of the ISR effort. Technical channels include but are not limited to defining, managing, or guiding the use of specific ISR assets; identifying critical technical collection criteria, such as technical indicators; recommending collection techniques, procedures, or assets; coordinating operations; and directing specialized training for specific MI personnel or units.

Note. In specific cases, regulatory authority is granted to specific national and DOD intelligence agencies for specific intelligence discipline collection and is passed through technical channels.

- **Conduct deconfliction and coordination.** Deconfliction and coordination consist of a series of related activities that facilitate operations in another unit's AO. These activities facilitate successful ISR collection, support of the operation, and fratricide avoidance. MI organizations may be placed in general support for coverage of an AO or in direct support of a specific unit. MI organizations operating in general support should coordinate with unit commanders when operating in that unit's AO. At a minimum, the MI organizations announce their presence and request information on any conditions or ongoing situations that may affect how they conduct their mission—organizations should conduct thorough face-to-face coordination. Failure to conduct proper deconfliction and coordination may get Soldiers killed. An MI organization operating in direct support of a specific unit coordinates with the unit for augmentation to conduct operations in accordance with force protection requirements. The MI organization's leader also coordinates with the supported unit's intelligence section for debriefings of returning members, convoy leaders, and others.

Support Sensitive Site Exploitation

1-67. Sensitive site exploitation consists of a related series of activities inside a captured sensitive site to exploit personnel, documents, electronic data, and materiel captured at the site, while neutralizing any threat posed by the site or its contents. A sensitive site is a designated, geographically limited area with special diplomatic, informational, military, and economic sensitivity for the United States. This includes factories with technical data on enemy weapon systems, war crimes sites, critical hostile government facilities, areas suspected of containing persons of high rank in a hostile government or organization, terrorist money-laundering areas, and document storage areas for secret police forces. While the physical process of exploiting the sensitive site begins at the site itself, full exploitation may involve teams of experts located worldwide. (See FM 3-90.15 for doctrine on site exploitation.)

Provide Intelligence Support to Personnel Recovery

1-68. Support to personnel recovery consists of intelligence activities and capabilities focused on collecting information needed to recover and return U.S. personnel—whether Soldier, Army civilian, selected DOD contractors, or other personnel as determined by the Secretary of Defense—who are isolated, missing, detained, or captured in a specific AO. This support also includes conducting detailed analysis, developing detailed products, and preparing estimates to support operations undertaken to recover isolated, missing, detained, or captured personnel. (See FM 3-50.1 for doctrine on personnel recovery.)

SUPPORT TO TARGETING AND INFORMATION SUPERIORITY

1-69. Intelligence support to targeting and information superiority is the task of providing the commander information and intelligence support for targeting for lethal and nonlethal actions. It includes intelligence support to the planning, preparation, execution, and assessment of direct and indirect fires and the Army information tasks of information engagement, command and control warfare, information protection, OPSEC, and military deception, as well as assessing the effects of those operations. (See JP 3-60 and FM 6-20-10 for doctrine on targeting. See FM 3-0, chapter 7, and FM 3-13 for doctrine on information superiority. See FM 3-36 for doctrine on electronic warfare.) Within this task are three tasks:

- Provide intelligence support to targeting.
- Provide intelligence support to Army information tasks.
- Provide intelligence support to combat assessment.

Provide Intelligence Support to Targeting

1-70. The intelligence officer (supported by the entire staff) provides the fire support coordinator, information engagement officer, electronic warfare officer, and other staff officers with information and intelligence for targeting the threat's forces and systems with lethal and nonlethal fires. The information and intelligence include identification of threat capabilities and limitations. The targeting process uses the decide, detect, deliver, assess (D3A) methodology. The intelligence officer supports targeting by providing

accurate, current intelligence and information to the staff and ensures the ISR plan supports the finalized targeting plan. Provide intelligence support to targeting includes two tasks—provide intelligence support to target development and provide intelligence support to target detection.

Provide Intelligence Support to Target Development

1-71. Target development is the systematic analysis of threat forces and operations to determine high-value targets (HVTs) (people, organizations, or military units the threat commander requires for successful completion of the mission), high-payoff targets (HPTs) (people, organizations, or military units whose loss to the enemy contributes significantly to the success of the friendly COA), and systems and system components for potential engagement through maneuver, fires, electronic means, or information engagement or operations.

Provide Intelligence Support to Target Detection

1-72. The intelligence officer establishes procedures for disseminating targeting information. The targeting team develops the sensor and attack guidance matrix to determine the sensors required to detect and locate targets. The intelligence officer incorporates these requirements into the ISR synchronization tools for later incorporation into the ISR plan.

Provide Intelligence Support to Army Information Tasks

1-73. Intelligence support to information tasks provides the commander information and intelligence support for targeting through nonlethal actions. It includes intelligence support to the planning, preparation, and execution of the Army information tasks (information engagement, command and control warfare, information protection, OPSEC, and military deception), as well as assessing the effects of those operations. Key activities reflected in this task include communications, planning, synchronization, and integration of intelligence into plans and orders. Within this task are five tasks:

- Provide intelligence support to information engagement.
- Provide intelligence support to command and control warfare.
- Provide intelligence support to information protection.
- Provide intelligence support to OPSEC.
- Provide intelligence support to military deception.

Provide Intelligence Support to Information Engagement

1-74. MI organizations operating outside U.S. territories support activities related to information engagement under some circumstances. Within this task are two tasks:

- **Provide intelligence support to public affairs.** This task entails MI organizations collecting and providing information and intelligence products concerning civil considerations in the AO to support public affairs activities.
- **Provide intelligence support to psychological operations.** Psychological operations (PSYOP) require information and intelligence (expressed in terms of the operational or mission variables) to support analysis of foreign target audiences and their environment. Continuous and timely intelligence is required to assess target audience behavioral trends. Information and intelligence focus on the following:
 - Target audience motivation and behavior.
 - Indicators of success or lack of success (measurement of effectiveness [MOE]).
 - Target audience’s reaction to friendly, hostile, and neutral force actions.

Provide Intelligence Support to Command and Control Warfare

1-75. The intelligence warfighting function supports command and control warfare by providing information to identify threat decisionmaking and command and control nodes, processes, and means in order of criticality. Intelligence also helps identify threat systems, activities, and procedures that may be

vulnerable to command and control warfare. Additionally, intelligence plays a key role in assessing the effectiveness of command and control warfare.

Note. This task supports electronic attack, which employs jamming, electromagnetic energy, or directed energy against personnel, facilities, or equipment. The task identifies critical threat information systems and command and control nodes.

Provide Intelligence Support to Information Protection

1-76. The intelligence warfighting function supports information protection by providing information to identify threat command and control warfare capabilities, activities, and tactics, techniques, and procedures (TTP). Intelligence provides information relating to computer network defense, physical security, OPSEC, counterdeception, and counterpropaganda.

Provide Intelligence Support to Operations Security

1-77. This task identifies capabilities and limitations of the threat's intelligence system, including adversary intelligence objectives and means, procedures, and facilities that collect, process, and analyze information. This task supports the identification of indicators that adversary intelligence capabilities and systems might detect that could be interpreted or pieced together to obtain essential elements of friendly information (EEFIs) in time to use against friendly forces.

Provide Intelligence Support to Military Deception

1-78. This task identifies capabilities and limitations of the threat's intelligence collection capabilities, systems, and means. This task also identifies threat biases and perceptions.

Provide Intelligence Support to Combat Assessment

1-79. Intelligence supports the assessment activity of the operations and targeting processes. The commander uses combat assessment to determine if targeting actions have met the attack guidance and if reattack is necessary to perform essential fires tasks and achieve the commander's intent for fires. The staff determines how combat assessment relates to specific targets by completing battle damage, physical damage, functional damage, and target system assessments. This task includes conduct physical damage assessment and conduct functional damage assessment.

Conduct Physical Damage Assessment

1-80. Conduct physical damage assessment is a staff task that estimates the extent of physical damage to a target based on observed or interpreted damage. It is a postattack target analysis that is a coordinated effort among all units and the entire staff.

Conduct Functional Damage Assessment

1-81. The staff conducts the functional damage assessment for the threat's remaining functional or operational capabilities. The assessment focuses on measurable effects. It estimates the threat's ability to reorganize or find alternative means to continue operations. The targeting working group and staff integrate analysis with external sources to determine if the commander's intent for fires has been met.

CHARACTERISTICS OF EFFECTIVE INTELLIGENCE

1-82. The effectiveness of the intelligence warfighting function is measured against the relevant information quality criteria:

- **Accuracy.** Intelligence must give commanders an accurate, balanced, complete, and objective picture of the enemy and other aspects of the AO. To the extent possible, intelligence should accurately identify threat intentions, capabilities, limitations, and dispositions. It should be

derived from multiple sources and disciplines to minimize the possibility of deception or misinterpretation. Alternative or contradictory assessments should be presented, when necessary, to ensure balance and bias-free intelligence.

- **Timeliness.** Intelligence must be provided early to support operations, and prevent surprise from enemy action. It must flow continuously to the commander before, during, and after an operation. Intelligence organizations, databases, and products must be available to develop estimates, make decisions, and plan operations.
- **Usability.** Intelligence must be presented in a form that is easily understood or displayed in a format that immediately conveys the meaning to the consumer.
- **Completeness.** Intelligence briefings and products must convey all the necessary components to be as complete as possible.
- **Precision.** Intelligence briefings and products must provide only the required level of detail and complexity to answer the requirements.
- **Reliability.** Intelligence must be evaluated to determine the extent to which the information that has been collected and is being used in intelligence briefings and products is trustworthy, uncorrupted, and undistorted. Any concerns with these must be stated up front.

1-83. Effective intelligence meets three additional criteria:

- **Relevant.** Intelligence must support the commander's concept of operations. It must be relevant to the capabilities of the unit, the CCIRs, and the commander's preferences.
- **Predictive.** Intelligence should inform the commander about what the threat can do (threat capabilities, emphasizing the most dangerous threat COA) and is most likely to do (the most likely threat COA). The intelligence staff should anticipate the commander's intelligence needs.
- **Tailored.** Intelligence must be presented—based on the needs of the commanders, subordinate commanders, and staff—in a specific format that is clear and concise so they can understand it, believe it, and act on it. It should support and satisfy the commander's priorities.

ACTIONABLE INTELLIGENCE

1-84. Actionable intelligence is an example of bringing the characteristics of effective intelligence together with the effective integration of intelligence into ongoing operations to support the commander. Joint doctrine discusses the concept of critical intelligence. (See JP 2-0.) Army personnel have used the concept of actionable intelligence to reflect the joint concept of critical intelligence. In current operations, the concept of actionable intelligence is used by Army personnel to describe information that answers operational requirements. Army personnel also use it to describe specific commander's guidance in the attack guidance matrix to a sufficient degree and with sufficient reliability to support the commander's targeting decisions.

1-85. Ideally, the staff thoroughly integrates intelligence into the operations process to ensure the collection and reporting of timely, relevant, accurate, predictive, and tailored information and intelligence. This integration is accomplished by using the characteristics of effective intelligence as well as conducting a successful ISR plan through detailed ISR synchronization and ISR integration, so commanders can fight the threat based on knowledge rather than assumptions.

CRITICAL THINKING

1-86. Critical thinking is disciplined reasoning whereby individuals formulate ideas about what to believe or do. It involves determining the meaning and significance of what is observed or expressed. It also involves determining whether adequate justification exists to accept conclusions as true, based on a given inference or argument. Critical thinking is essential to understanding situations, identifying problems, finding causes, arriving at justifiable conclusions, and making quality plans. It is essential to improved analysis. (See FM 6-0 for more information on critical thinking. See FM 5-0 for applying critical thinking to planning. See TC 2-33.4 for applying critical thinking to intelligence analysis.)

CIVIL CONSIDERATIONS AND CULTURAL AWARENESS

1-87. Civil considerations comprise six characteristics expressed in the memory aid ASCOPE. Depending on the echelon conducting operations, these factors may be expressed using the joint systems perspective, the operational variables, or the mission variables.

1-88. The Army uses the ASCOPE characteristics to describe civil considerations as part of the mission variables (METT-TC) during IPB and mission analysis. Relevant information can be drawn from an ongoing analysis of the operational environment using the operational variables (PMESII-PT). (See paragraph 1-2.) Additionally, the human terrain analysis team can provide detailed information and analysis pertaining to the socio-cultural factors involved in the operation. (For additional information on ASCOPE and IPB, see FM 2-01.3.)

1-89. Culture is a key factor in understanding the local population. Within ASCOPE, culture is a part of people. Cultural awareness has become an increasingly important competency for intelligence Soldiers. Culture is the shared beliefs, values, customs, behaviors, and artifacts members of a society use to cope with the world and each other. Individuals belong to multiple groups through birth, assimilation, or achievement. Individuals' groups influence their beliefs, values, attitudes, and perceptions. As such, culture is internalized—it is habitual, taken for granted, and perceived as natural by people in the society.

1-90. People's cultures—

- Condition their range of action and ideas including what to do and not do, how to do or not do it, and with whom to do it or not do it.
- Include the circumstances for shifting and changing rules.
- Influence how they make judgments about what is right and wrong and how to assess what is important and unimportant.
- Affect how they categorize and deal with issues that do not fit into existing categories.
- Provide the framework for rational thoughts and decisions. However, what one culture considers rational may not be rational in another culture. (FM 3-24, chapter 3, discusses socio-cultural analysis.)

1-91. Understanding other cultures applies to all operations, not only those dominated by stability. For example, different tactics may be used against an adversary who considers surrender a dishonor worse than death, as compared to those for whom surrender remains an honorable option. Army leaders seek to understand the situation in terms of the local cultures while avoiding their own cultural biases.

1-92. Cultural understanding is also crucial to the success of multinational operations. Army leaders take the time to learn customs and traditions as well as the operational procedures and doctrine of their multinational partners and that of the host nation. To operate successfully in multinational settings, Army leaders must recognize any cultural differences as well as differences in the interpretation of orders and instructions. They must learn how and why others think and act as they do.

THE INTELLIGENCE PROCESS

1-93. Intelligence operations are conducted by performing four steps that constitute the intelligence process:

- Plan.
- Prepare.
- Collect.
- Produce.

1-94. Additionally, there are four continuing activities that occur across the four intelligence process steps:

- Generate intelligence knowledge.
- Analyze.
- Assess.
- Disseminate.

1-95. The four continuing activities plus the commander's input drive, shape, and develop the intelligence process. The intelligence process provides a common model for intelligence professionals to use to guide their thoughts, discussions, plans, and assessments. The intelligence process generates information, products, and knowledge about the threat, terrain and weather, and civil considerations, which support the commander and staff in the conduct of operations. See chapter 4 for a full discussion of the intelligence process. Figure 1-1 shows the relationship between the operations and intelligence processes.

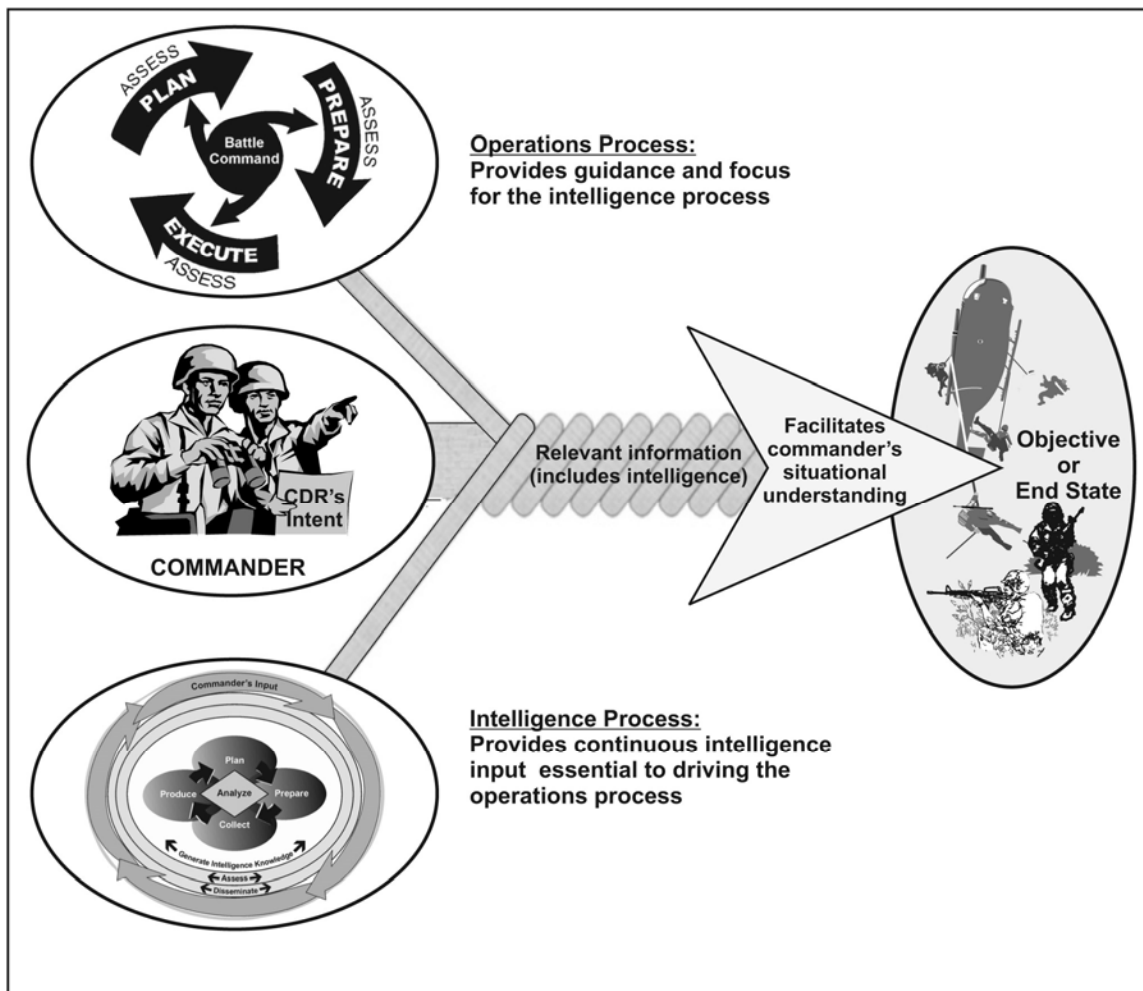


Figure 1-1. Relationship between the operations and intelligence processes

ARMY INTELLIGENCE ENTERPRISE

1-96. Within the framework of the intelligence warfighting function, the intelligence tasks, and the intelligence process, intelligence personnel focus further on conducting intelligence from an enterprise perspective. An enterprise is a cohesive organization whose structure, governance systems, and culture support a common purpose. An enterprise approach educates and empowers leaders to take a holistic view of organizational objectives and processes. It encourages leaders to act cohesively, for the good of the whole, to achieve required output with greater efficiency.

1-97. The Army intelligence enterprise is the sum total of the networked and federated systems, and efforts of the MI personnel (including collectors and analysts), sensors, organizations, information, and processes that allow the focus necessary to use the power of the entire intelligence community.

1-98. The purpose of the Army intelligence enterprise is to provide technical support and guidance as well as an information and intelligence architecture that efficiently and effectively synchronizes reconnaissance and surveillance, and intelligence analysis and production to produce intelligence to support the commander's situational understanding. Figure 1-2 exemplifies the tactical portion of the Army intelligence enterprise.

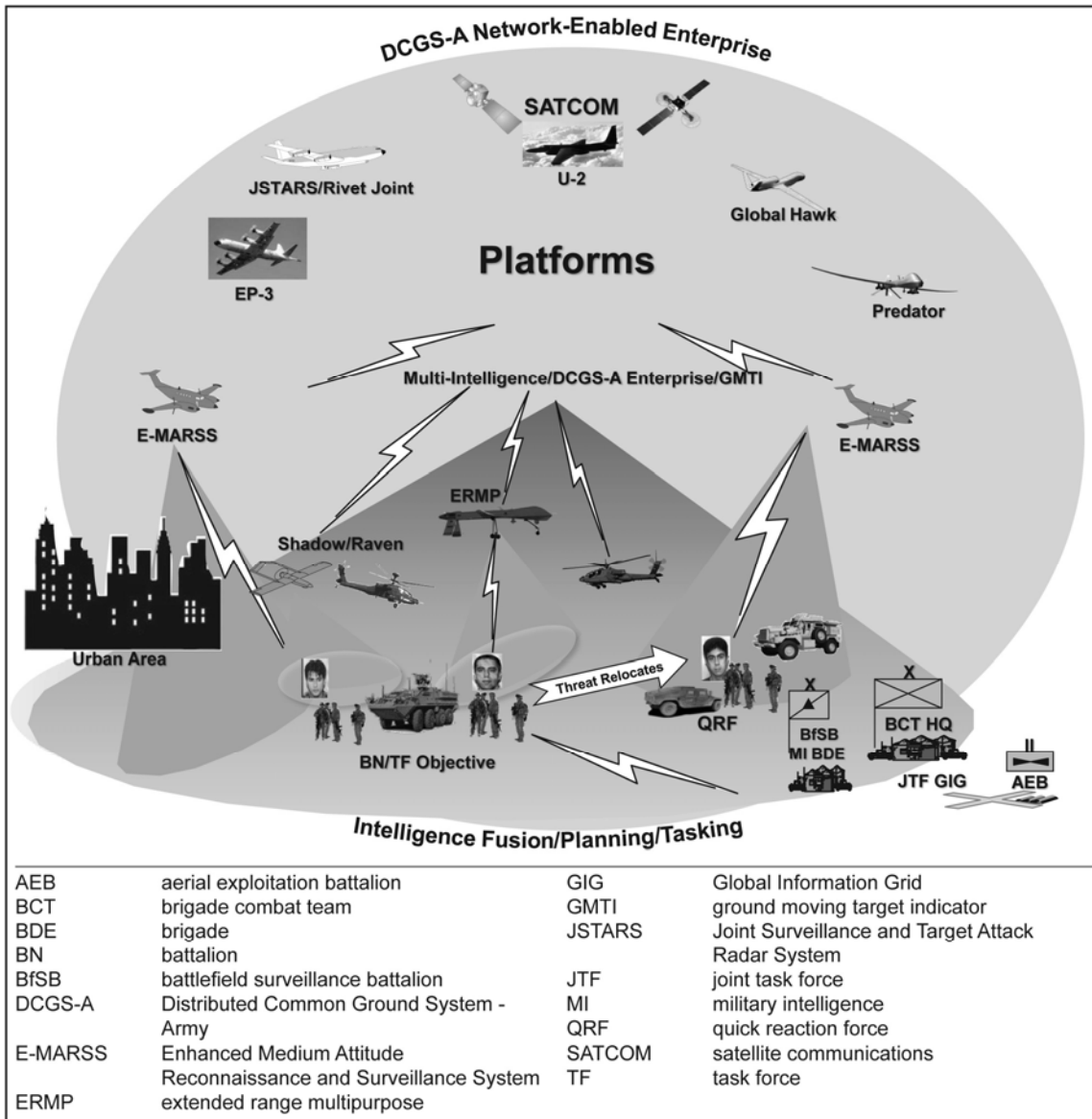


Figure 1-2. Example of the tactical portion of the Army intelligence enterprise

INTELLIGENCE DISCIPLINES

1-99. The Army intelligence enterprise is commonly organized through the intelligence disciplines. Each discipline applies unique aspects of support and guidance called technical channels.

1-100. The Army's intelligence disciplines are—

- All-source intelligence.
- Counterintelligence (CI).

- HUMINT.
- Geospatial intelligence (GEOINT).
- Imagery intelligence (IMINT).
- Measurement and signature intelligence (MASINT).
- OSINT.
- Signals intelligence (SIGINT).
- Technical intelligence (TECHINT).

1-101. For more information regarding the intelligence disciplines, see Part Three of this manual and the manuals that address each intelligence discipline.

ALL-SOURCE INTELLIGENCE

1-102. All-source intelligence is the products, organizations, and activities that incorporate all sources of information and intelligence, including OSINT, in the production of intelligence. All-source intelligence is both a separate intelligence discipline and the name of the process used to produce intelligence from multiple intelligence or information sources. (See chapter 5.)

COUNTERINTELLIGENCE

1-103. CI counters or neutralizes foreign intelligence and security services (FISS) and international terrorist organizations (ITO) intelligence collection efforts. It does this through collection, CI investigations, operations, analysis, production, and functional and technical services. CI includes all actions taken to detect, identify, track, exploit, and neutralize the multidiscipline intelligence activities of friends, competitors, opponents, adversaries, and enemies. It is the key intelligence community contributor to the protection of U.S. interests and equities. CI helps identify EEfIs by identifying vulnerabilities to threat collection and actions taken to counter collection and operations against U.S. forces. (See chapter 6.)

HUMAN INTELLIGENCE

1-104. HUMINT is the collection of foreign information by a trained HUMINT collector. It uses human sources and a variety of collection methods, both passively and actively, to collect information including multimedia on threat characteristics. (See chapter 7.)

GEOSPATIAL INTELLIGENCE

1-105. Section 467, Title 10, United States Code (10 USC 467) establishes GEOINT. *Geospatial intelligence* is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. Geospatial intelligence consists of imagery, imagery intelligence, and geospatial information (JP 2-03). (See chapter 8.)

IMAGERY INTELLIGENCE

1-106. IMINT is derived from the exploitation of imagery collected by visual photography, infrared sensors, lasers, multispectral sensors, and radar. These sensors produce images of objects optically, electronically, or digitally on film, electronic display devices, or other media. (See chapter 9.)

MEASUREMENT AND SIGNATURE INTELLIGENCE

1-107. MASINT is technically derived intelligence that detects, locates, tracks, identifies, or describes the specific characteristics of fixed and dynamic target objects and sources. It also includes the additional advanced processing and exploitation of data derived from IMINT and SIGINT collection. MASINT collection systems include but are not limited to radar, spectroradiometric, electro-optical, acoustic, radio

frequency, nuclear detection, and seismic sensors. MASINT collection also includes techniques for collecting CBRN and other materiel samples. (See chapter 10.)

OPEN-SOURCE INTELLIGENCE

1-108. OSINT is produced from publicly available information collected, exploited, and disseminated in a timely manner to an appropriate audience for addressing a specific intelligence requirement.

1-109. Expressed in terms of the Army intelligence process, OSINT is relevant information derived from the systematic collection, processing, and analysis of publicly available information in response to intelligence requirements.

1-110. The Army does not have a specific military occupational specialty (MOS), additional skill identifier (ASI), or special qualification identifier (SQI) for OSINT. With the exception of the Asian Studies Detachment, the Army does not have base tables of organization and equipment (TOEs) for OSINT units or staff elements. OSINT missions and tasks are embedded within existing missions and force structure or accomplished through task organization. (See chapter 11.)

SIGNALS INTELLIGENCE

1-111. SIGINT is produced by exploiting foreign communications systems and noncommunications emitters. SIGINT provides unique intelligence and analysis information in a timely manner. The discipline comprises communications intelligence (COMINT), electronic intelligence (ELINT), and foreign instrumentation signals intelligence (FISINT). (See chapter 12.)

TECHNICAL INTELLIGENCE

1-112. TECHINT is derived from the collection and analysis of threat and foreign military equipment and associated materiel for the purposes of preventing technological surprise, assessing foreign scientific and technical capabilities, and developing countermeasures designed to neutralize an adversary's technological advantages. (See chapter 13 and TC 2-22.4.)

EMERGING CAPABILITIES

1-113. Five emerging capabilities that impact intelligence operations are—

- Biometrics.
- DCGS-A.
- Human terrain analysis teams.
- Document and media exploitation (DOMEX).
- Red teaming.

BIOMETRICS

1-114. JP 2-0 defines *biometric* as a measurable physical characteristic or personal behavioral trait used to recognize the identity or verify the claimed identity of an individual. *Biometrics-enabled intelligence* is the intelligence information associated with and/or derived from biometrics data that matches a specific person or unknown identity to a place, activity, device, component, or weapon that supports terrorist/insurgent network and related pattern analysis, facilitates high-value individual targeting, reveals movement patterns, and confirms claimed identity (DODD 8521.01E).

- 1-115. Typical automated biometrics systems include five integrated components:
- **Collection device.** Hardware found on a biometric device that converts biometric input into a digital signal and conveys this information to the processing device.
 - **Algorithms.** A sequence of instructions that tells a biometrics system how to solve a particular problem. An algorithm has a finite number of steps and is typically used by the biometric engine to compute whether a match exists between a biometric sample and a biometric template.
 - **Database.** Used to store collected information for later matching.
 - **Decision process.** An automated or human-assisted process or analysis that produces a decision by matching components against specific search criteria.
 - **Dissemination process.** A process that gets the data collected to whomever and wherever it needs to be in a timely manner.
- 1-116. The implementation of these five components leads to personal identification and the identification of an individual with certainty. This implementation occurs in three stages:
- The sensor collects biometric data of or on a feature, for example fingerprints, an iris scan, a photographic image of a face, or a DNA sample.
 - The system stores the biometric feature in a mathematical template in a database.
 - The processing device runs a search of the template against a matching algorithm that compares it to templates already stored in the database.
- 1-117. Commanders require the ability to link identity information to a given individual. Biometrics systems are employed to deny threat forces freedom of movement within the populace and to positively identify known threats. These systems collect biometric data and combine them with contextual data to produce an electronic dossier on the individual.
- 1-118. Personal identification includes positively identifying friendly, adversary, and nonadversary forces. Intelligence-related functions that biometrics can support or enhance include—
- Intelligence analysis.
 - Screening of foreign national and local employee hires.
 - CI and force protection.
 - Interrogation and detention operations.
 - HVT confirmation (including high-value individuals and individuals killed in action).
 - Base access and local security.
 - Population control or census (screening, enrolling, and badging operations).
- 1-119. The ability to positively identify and place an individual within a relevant context adds a level of certainty that significantly enhances the overall effectiveness of the mission. Personal identification enabled by biometric technology can help identify and locate specific individuals in support of targeting. This capability is necessary for force protection and security missions as well as when an operational capability is required to achieve an advantage in all operational themes and across the spectrum of conflict.
- 1-120. Affixing an individual's identification using the individual's unique physical features and linking this identity to the individual's past activities and previously used identities—such as friendly forces' accesses, permissions, clearance status, medical information, and unique biometrically based identifiers, in addition to adversary or unknown persons—provides more accurate information on the person. Ensuring access to all available information about an individual is critical to functions, such as screening persons for access to vessels and positions of trust and prosecuting terrorists and other criminals. Biometrics capabilities continue to develop, and current operations continue to evolve. Integrating the operational, intelligence, and communication aspects of biometrics systems into a cohesive concept of employment is necessary to maximize the advantages of biometrics-enabled intelligence (BEI).

DISTRIBUTED COMMON GROUND SYSTEM-ARMY

1-121. DCGS-A provides a net-centric, enterprised ISR, weather, geospatial engineering, and space operations capability to organizations of all types, at all echelons—from battalion to JTF levels. DCGS-A will be the ISR component of the modular and future force Battle Command System and the Army's primary system for ISR tasking, posting, processing, and conducting analysis concerning the threat, terrain and weather, and civil considerations at all echelons.

1-122. DCGS-A provides the capabilities necessary for commanders to access information from all data sources and to synchronize sensors. DCGS-A provides continuous access to and synthesis of data and information from joint and interagency capabilities, multinational partners, and nontraditional sources. These capabilities allow forces to maintain an updated and accurate awareness of the operational environment. DCGS-A contributes to visualization and situational awareness, thereby enhancing tactical maneuver, maximizing combat power, and enhancing the ability to conduct full spectrum operations in an unpredictable and changing operational environment.

1-123. DCGS-A facilitates the rapid conduct of operations and synchronization of all warfighting functions. This capability gives commanders the ability to operate within the threat's decision cycle and shape the environment for successful operations. DCGS-A core functions are—

- Receipt and processing of selected ISR sensor data.
- Control of selected Army sensor systems.
- Facilitation of ISR synchronization.
- Facilitation of ISR integration.
- Fusion of sensor information.
- Direction and distribution of relevant threat information and intelligence.
- Facilitation of the distribution of friendly and environmental (weather and terrain) information.

HUMAN TERRAIN ANALYSIS TEAMS

1-124. A headquarters may request a human terrain analysis team to assist with socio-cultural research and analysis. As part of building their situational understanding, commanders consider how culture (both their own and others within the AO) affects operations. Culture is examined as part of the mission variable, civil considerations. Understanding the culture of a particular society or group within a society significantly improves the force's ability to accomplish the mission. Army leaders are mindful of cultural factors in three contexts:

- Sensitivity to the different backgrounds of team members to best leverage their talents.
- Awareness of the culture of the country in which the organization operates.
- Consideration of the possible implication of partners' customs, traditions, doctrinal principles, and operational methods when working with their forces.

1-125. Effective Army leaders understand and appreciate their own culture (individual, military, and national) in relation to the various cultures of others in the AO. Just as culture shapes how other groups view themselves and the world around them, culture also shapes how commanders, leaders, and Soldiers perceive the world. Effective commanders are aware that their individual perceptions greatly influence how they understand the situation and make decisions. Through reflection, dialog, engagement, and analysis of differences between their culture and that of the indigenous population, commanders expose and question their assumptions about the situation. They seek to understand how enemies, partners, and the population view the situation.

DOCUMENT AND MEDIA EXPLOITATION

1-126. Modern military operations are conducted in volatile, complex, and ever-changing operational environments. It is essential for tactical military leaders to have access to accurate and timely information when conducting operations. Tactical, operational, and strategic leaders are enabled with accurate information about enemy forces through the rapid and accurate extraction, exploitation, and analysis of

captured materials. Captured materials are divided into captured enemy documents (CEDs) and captured enemy materiel (CEM).

1-127. DOMEX is the systematic extraction of information from all media in response to the commander's collection requirements. When conducted properly, DOMEX operations are intended to—

- Maximize the value of intelligence gained from CEDs.
- Provide the commander with timely and relevant intelligence to effectively enhance awareness of the enemy's capabilities, operational structures, and intent.
- Assist in criminal prosecution or legal processes by maintaining chain of custody procedures and preserving the evidentiary value of captured materials.

1-128. DOMEX is an increasingly specialized, full-time mission requiring advanced automation and communication support, analytical support, and expert linguists. DOMEX and translation operations were considered purely HUMINT processing activities directly associated with language capabilities and extensive background knowledge in area studies. However, current doctrinal thought acknowledges that HUMINT is no longer the sole asset responsible for and capable of conducting DOMEX operations. Personnel involved in DOMEX do not require HUMINT training to screen or translate a document; rather, it is best to use sparse HUMINT assets to conduct the HUMINT mission. DOMEX is an Army-wide responsibility. While HUMINT assets may be used, when available, to perform the DOMEX mission, HUMINT organizations are consumers of DOMEX information rather than major providers.

1-129. For DOMEX products to be a force multiplier, the rapid exploitation of captured materials must occur at the lowest echelon possible. DOMEX assets pushed down to the tactical level provide timely and accurate intelligence support to warfighters. This practice not only enables rapid exploitation and evacuation of captured materials, but also hastens the feedback commanders receive from the higher echelon analysis.

1-130. The traditional methodology for intelligence dissemination sends reports through an echeloned structure from national, to theater, to corps, to division, and so on, then back up through the same rigid structure. Recent military operations have shown that this methodology seldom results in lower tactical echelons receiving timely intelligence critical to their AO. Intelligence staffs need to use any available communication medium to pass vital information.

1-131. Critical pieces of information must be passed quickly to those who can use them, specifically, tactical commanders. Intelligence staffs are responsible for reporting and disseminating DOMEX-derived information in a manner that ensures the information reaches not only the next higher echelon but also the tactical commander most affected by the information.

1-132. DOMEX personnel are usually not available below battalion level except in MI organizations. Maneuver battalion intelligence staffs must prepare their subordinate units for DOMEX operations. There are two techniques for doing this. When intelligence and target-language personnel are available, they can be task-organized as intelligence support teams and placed with companies or platoons. Alternatively, the intelligence section can train company or platoon personnel in specific handling, screening, and inventorying techniques.

1-133. Where tactical assets are insufficient, operational and strategic assets can be requested to support a unit's organic assets, through personnel augmentation or virtual or long-distance support. DOMEX support elements provide this support worldwide.

1-134. The skills, knowledge, and equipment for specialized processing are available at intelligence community organizations through the communications architecture. Units can request support from a number of organizations:

- National Security Agency (NSA).
- Defense Intelligence Agency (DIA).
- National Geospatial-Intelligence Agency (NGA).
- National Media Exploitation Center (NMEC).
- National Ground Intelligence Center (NGIC).

- Joint document exploitation centers (JDECs).
- Other U.S. or multinational intelligence community organizations.

1-135. These organizations use specialized techniques and procedures to extract additional information from captured audio and video materials. Application of specialized processing techniques and procedures may require the classification of the processed information and restrict its dissemination.

RED TEAMING

1-136. Red teams provide commanders with an enhanced capability to explore alternatives during planning, preparation, execution, and assessment. Whenever possible, commanders employ red teams to examine plans from a threat's perspective. A red team is a special staff section whose members primarily participate in planning future operations and plans cells unless integrated into another cell. Red team members anticipate cultural perception of partners, enemies, adversaries, and others. They conduct independent critical reviews and analyses.

1-137. Red teaming provides commanders alternative perspectives by challenging planning assumptions, assisting in defining the problem and end state, identifying friendly and enemy vulnerabilities, and identifying assessment measures. These alternative perspectives help commanders account for the threat and environment in plans, concepts, organizations, and capabilities. These perspectives also address the standpoint of multinational partners, enemies, adversaries, and others in the AO.

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Chapter 2

The Intelligence Community

UNIFIED ACTION

2-1. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). Under unified action, commanders integrate joint, single-service, special, and supporting intelligence operations with interagency, nongovernmental, and multinational operations. Army forces often bring unique intelligence, surveillance, and reconnaissance (ISR) capabilities to unified action.

2-2. This chapter discusses the synchronization of Army intelligence efforts with joint and other national and international partners to achieve unity of effort and to accomplish the commander's intent. It presents a top-to-bottom overview of the primary agencies, organizations, and capabilities that Army intelligence personnel may interact with, support, or receive support from during operations.

INTELLIGENCE COMMUNITY

2-3. Several organizations in the intelligence community support military operations by providing specific intelligence products and services. The intelligence officer and the staff must be familiar with these organizations and the methods of obtaining information from them as necessary.

DEPARTMENT OF DEFENSE AGENCIES

- 2-4. Department of Defense (DOD) agencies that are members of the intelligence community include—
- Defense Intelligence Agency (DIA).
 - National Geospatial-Intelligence Agency (NGA).
 - National Security Agency (NSA)/Central Security Service (CSS).
 - National Reconnaissance Office (NRO).
 - Joint reserve intelligence centers (JRICs).
 - Service components (Army, Navy, Air Force, Marines).

Defense Intelligence Agency

2-5. The DIA has oversight of the Defense Intelligence Analysis Program and provides intelligence support in areas such as—

- All-source military analysis.
- Human factors analysis.
- Human intelligence (HUMINT), measurement and signature intelligence (MASINT), medical intelligence, counterintelligence (CI).
- Counterterrorism.
- Chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE).
- Counterproliferation.
- Counterdrug operations.
- Information operations.
- Personnel recovery.

- Peacekeeping and multinational support.
- Noncombatant evacuation operations.
- Indications and warning (I&W).
- Targeting.
- Battle damage assessment (BDA).
- Current intelligence.
- Systems analysis of the adversary.
- Collection management.
- Intelligence architecture and systems support.
- Intelligence support to operations planning.
- Defense critical infrastructure protection.
- Document and media exploitation (DOMEX).

2-6. For more information on the DIA and its organizations, see DODD 5105.21.

National Geospatial-Intelligence Agency

2-7. NGA provides timely, relevant, and accurate geospatial intelligence (GEOINT) support to include imagery intelligence (IMINT), GEOINT, national imagery collection management, commercial imagery, imagery-derived MASINT, and some meteorological and oceanographic data and information.

National Security Agency/Central Security Service

2-8. The NSA/CSS is a unified organization structured to provide for the U.S. signals intelligence (SIGINT) mission and to ensure the protection of national security systems for all U.S. Government departments and agencies.

National Reconnaissance Office

2-9. The NRO is responsible for integrating unique and innovative space-based reconnaissance technologies, and the engineering, development, acquisition, and operation of space reconnaissance systems and related intelligence activities.

Joint Reserve Intelligence Centers

2-10. A JRIC is a joint intelligence production and training activity that uses information networks to link reservist intelligence personnel with the combatant commands and Services. A JRIC is located within a Service-owned and managed sensitive compartmented information (SCI) facility. It may also include surrounding collateral and unclassified areas involved in the performance and direct management of intelligence production work that uses the Joint Reserve Intelligence Program infrastructure and connectivity. The more than 20 JRICs located around the country are equipped to effectively serve as satellite elements to combatant command joint intelligence operations centers (JIOCs). JRICs are shared facilities that serve multiple customers and missions. (See JP 2-0.)

U.S. Army Intelligence

2-11. The Army Deputy Chief of Staff (DCS) for Intelligence exercises staff supervision over the U.S. Army Intelligence and Security Command (INSCOM). See the discussion on Army intelligence capabilities and considerations in paragraphs 2-12 through 2-14, for more information on Army intelligence at the strategic, operational, and tactical echelons.

U.S. Army Intelligence and Security Command

2-12. INSCOM, which includes the National Ground Intelligence Center (NGIC), provides intelligence support to strategic- and operational-level commanders in the areas of IMINT, MASINT, SIGINT, operational and tactical HUMINT, CI, technical intelligence (TECHINT), information operations, general military intelligence (GMI), and scientific and technical intelligence (S&TI). Other organizations include the Army Reserve Military Intelligence Readiness Command.

2-13. The Army has vested its intelligence at the operational level with INSCOM, a direct reporting unit responsible for the Army's intelligence forces above corps. INSCOM's mission is to conduct and support intelligence, security, and information operations for military commanders, Army Service component commanders, and national decisionmakers. INSCOM's goal is to provide superior information and information capabilities to Army commanders, while denying the same to adversaries. Headquarters, INSCOM, in coordination with its major subordinate commands, provides a myriad of general intelligence support operations. INSCOM serves as the national to tactical intelligence conduit.

Army Space Program Office

2-14. The Army Space Program Office (ASPO) executes the Army's Tactical Exploitation of National Capabilities Program (TENCAP). The program focuses on exploiting the current and future tactical potential of national systems and integrating the capabilities into the Army's tactical decisionmaking process. Army TENCAP systems enable the tactical commander maximum flexibility to satisfy intelligence needs under a wide range of operational scenarios. ASPO is the point of contact (POC) for all tactical activities between direct reporting units or users and the NRO.

U.S. Navy Intelligence

2-15. The Director of Naval Intelligence exercises staff supervision over the Office of Naval Intelligence, which provides the intelligence necessary to plan, build, train, equip, and maintain U.S. naval forces. The National Maritime Intelligence Center consists of the Office of Naval Intelligence, the U.S. Coast Guard (USCS) Intelligence Coordination Center, the Navy Information Operations Command, and detachments of the Marine Corps Intelligence Activity and Naval Criminal Investigative Service.

U.S. Air Force Intelligence

2-16. The Air Force DCS for Intelligence, Surveillance, and Reconnaissance is responsible for intelligence policy, planning, programming, evaluation, and resource allocation. The Air Force's main production facility is the National Air and Space Intelligence Center. Primary collection, analysis, and production units are organized under the Air Combat Command, the Air Force Warfare Center, and the Air Force Intelligence, Surveillance, and Reconnaissance Agency. Additionally, the Air Force Office of Special Investigations is the Service's main focal point for CI activities. Additional information describing the Air Force approach to operational ISR employment is found in AFDD 2-9.

U.S. Marine Corps Intelligence

2-17. The Director of Intelligence is the Commandant's principal intelligence staff officer and the functional manager for intelligence, CI, and cryptologic materiel. The director exercises staff supervision of the Marine Corps Intelligence Activity, which provides tailored intelligence products to support Marine Corps operating forces, and serves as the fixed site of the Marine Corps Intelligence Surveillance and Reconnaissance Enterprise.

NONMILITARY MEMBERS OF THE INTELLIGENCE COMMUNITY

2-18. Joint operations require knowledge of both military and nonmilitary aspects of the operational environment. Much of this expertise falls outside the purview of the DOD members of the intelligence

community. Joint force commanders and their J-2s should be familiar with the roles and responsibilities of the following non-DOD members of the intelligence community:

- Director of National Intelligence (DNI).
- Central Intelligence Agency (CIA).
- Department of State (DOS).
- Department of Energy (DOE).
- Federal Bureau of Investigation (FBI).
- Department of the Treasury.
- United States Coast Guard (USCG).
- Department of Homeland Security (DHS).
- Drug Enforcement Administration (DEA).

Director of National Intelligence

2-19. The office of the DNI oversees intelligence community organizations and leads the national intelligence effort.

Central Intelligence Agency

2-20. The CIA's primary areas of expertise are in HUMINT collection, all-source analysis, and the production of political, economic, and biographic intelligence.

Department of State

2-21. The DOS's Bureau of Intelligence and Research performs intelligence analysis and production on a variety of political and economic topics essential to foreign policy determination and execution.

Department of Energy

2-22. The DOE analyzes foreign information relevant to U.S. energy policies and nonproliferation issues.

Federal Bureau of Investigation

2-23. The FBI has primary responsibility for CI and counterterrorism operations conducted in the United States. The FBI shares law enforcement and CI information with the appropriate DOD entities and combatant commands.

Department of the Treasury

2-24. The Department of the Treasury analyzes foreign intelligence related to economic policy and participates with the DOS in the overt collection of general foreign economic information.

Department of Homeland Security

2-25. The Directorate for Information Analysis and Infrastructure Protection analyzes the vulnerabilities of U.S. critical infrastructure, assesses the scope of terrorist threats to the U.S. homeland, and provides input to the Homeland Security Advisory System. The DHS includes the following subordinate organizations:

- Customs and Border Protection (CBP).
- Federal Emergency Management Agency (FEMA).
- Immigration and Customs Enforcement (ICE).
- Transportation Security Administration (TSA).
- U.S. Citizenship and Immigration Services (USCIS).
- USCG.

- U.S. Secret Service.
- Office of Inspector General.

U.S. Coast Guard

2-26. The USCG operates as both a military service and a law enforcement organization and provides general maritime intelligence support to commanders from the strategic to tactical level in the areas of HUMINT, SIGINT, GEOINT, MASINT, open-source intelligence (OSINT), and CI.

Drug Enforcement Administration

2-27. The Office of National Security Intelligence collects and analyzes information related to illegal drug production, smuggling, and trafficking.

OTHER AGENCIES

2-28. There are a number of U.S. Government agencies and organizations, not members of the intelligence community, that are responsible for collecting and maintaining information and statistics related to foreign governments and international affairs. Organizations such as the Library of Congress, the Departments of Agriculture and Commerce, the National Technical Information Center, and the U.S. Patent Office are potential sources of specialized information on political, economic, and military-related topics. The intelligence community may draw on these organizations to support and enhance research and analysis and to provide relevant information and intelligence for commanders and planners.

2-29. Many other U.S. Government agencies may become directly involved in supporting DOD especially during stability operations. (See JP 2-01 for a description of agency support to joint operations and intelligence.) These organizations include—

- Department of Transportation.
- Disaster Assistance Response Team within the Office of Foreign Disaster.
- U.S. Agency for International Development.

INTELLIGENCE IN THE MODULAR FORCE

2-30. The Army has transformed from a fixed, division-based fighting force into a brigade combat team (BCT)-based force and modular division and corps headquarters that operate underneath the Army Service component command (ASCC) structure. Intelligence organizations within these structures have transformed as well and operate as mutually supporting entities that ensure information and intelligence are shared across echelons to support commanders at all levels.

DIVISION AND ABOVE INTELLIGENCE ORGANIZATIONS

2-31. The ASCC G-2, corps G-2, and division G-2 sections provide intelligence support to each respective command and that command's subordinate units. The G-2 provides the command with information and intelligence required to generate decision superiority. Intelligence collected from organic, assigned, attached, operational control (OPCON), and external sources; fused; and produced internal to the G-2 feeds the intelligence running estimate and provides the threat picture. This supports information superiority, allowing the commander to act decisively. The G-2 directs and manages intelligence activities during operations and across the noncontiguous operational environment.

2-32. INSCOM's military intelligence (MI) brigades provide collection support to the ASCC. Battlefield surveillance brigades (BFSBs) provide support to corps and division headquarters.

2-33. In addition to commanding Army organizations, divisions and corps can act as joint headquarters. For intelligence, whether the supported command operates as joint or Army headquarters, operations remain the same. Like Army intelligence operations, joint intelligence operations are conducted to—

- Inform the commander.
- Identify, define, and nominate objectives.
- Support the planning and execution of operations.
- Counter adversary deception and surprise.
- Support friendly deception efforts.
- Assess the effects of operations on the adversary.

2-34. Intelligence operations are wide-ranging activities conducted by intelligence staffs and organizations to provide commanders and national-level decisionmakers with timely, relevant, accurate, predictive, and tailored intelligence. The six steps of the joint intelligence process are planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback:

- **Planning and direction.** Intelligence planning for rapid response to possible crises occurs well in advance as part of a command's overall joint operations planning process. The most likely threat scenarios are used as the core of this planning effort, which includes determining the personnel, equipment, and intelligence architecture essential for generic support to force deployments. When a particular crisis unfolds, planners develop an operation order (OPORD).
- **Collection.** Collection includes those activities related to the acquisition of data required to satisfy the requirements specified in the collection plan. Collection operations management involves the direction, scheduling, and control of specific collection platforms, sensors, and HUMINT sources and alignment processing, exploitation, and reporting resources with planned collection.
- **Processing and exploitation.** During processing and exploitation, raw collected data is converted into forms readily useable by commanders, decisionmakers at all levels, intelligence analysts, and other consumers.
- **Analysis and production.** During analysis and production, intelligence production occurs from information gathered by the collection capabilities assigned or attached to the joint force and from the refinement and compilation of intelligence received from subordinate units and external organizations. All available processed information is integrated, evaluated, analyzed, and interpreted to create products that will satisfy the commander's priority intelligence requirements (PIRs) or requests for information (RFIs).
- **Dissemination and integration.** During dissemination and integration, intelligence is delivered to and used by the consumer. Dissemination is facilitated by a variety of means determined by the needs of the user and the implications and criticality of the intelligence.
- **Evaluation and feedback.** During evaluation and feedback, intelligence personnel at all levels assess how well each of the various types of intelligence operations are being performed.

ARMY INTELLIGENCE CAPABILITIES BRIGADE AND BELOW

2-35. Intelligence in BCTs is a critical part of the Army intelligence enterprise, yet their primary mission is providing timely intelligence to the BCT commander—by developing situational awareness of the enemy, terrain and weather, and civil considerations and synchronizing intelligence collection activities with the ISR integration effort. The BCT S-2 uses available capabilities to provide intelligence products and recommendations to the BCT commander supporting the brigade's execution of operations. ISR activities answer the commander's critical information requirements (CCIRs) and satisfy PIRs.

2-36. The primary intelligence organization in the BCT is the MI company, which supports the BCT and its subordinate commands through collection, analysis, and dissemination of intelligence information and products. The MI company provides continual input for the commander by maintaining the threat portion of the common operational picture (COP) in a timely and accurate manner. The MI company also collaborates with the BCT S-3 to integrate ISR tasks and coordinate requirements and HUMINT operations as directed by the BCT S-3 and S-2X. The MI company has an analysis and integration platoon, a tactical

unmanned aircraft system (TUAS) platoon, and a ground collection platoon. For more information on BCT intelligence, see FM 2-19.4.

INTELLIGENCE REACH

2-37. The intelligence officer must determine how best to support the unit's mission with intelligence reach capabilities. Detailed planning and training are critical to the success of intelligence reach operations. Intelligence reach supports distributed analysis to support the CCIRs. Table 2-1, page 2-8, shows examples of partners and sources of intelligence reach. The following are steps the staff can take to ensure optimal use, operability, and effectiveness of intelligence reach:

- Establish data exchange methods and procedures.
- Establish electronic message transfer procedures.
- Establish homepages for identified forces.
- Establish POCs for I&W centers, production centers, combatant command JIOCs, DIA, INSCOM, and their major subordinate commands, such as NGIC and the higher MI organizations.
- Ensure the intelligence staff has the necessary personnel, training, automated systems, bandwidth, and resources to conduct intelligence reach.
- Determine information requirements through staff planning. Develop production requirements for identified intelligence gaps.
- Order geospatial products for the projected area of interest.
- Establish and maintain a comprehensive directory of intelligence reach resources before deployment and throughout operations. The value of intelligence reach will greatly increase as the staff develops and maintains ready access to rich information resources. These resources are numerous and may include Army, joint, DOD, non-DOD, national, commercial, foreign, and university research programs.
- Know what types of information the resources can provide. Continuously expand the resource directory through identification of new resources.
- Use intelligence reach first to fill intelligence gaps and requirements and answer RFIs. This technique can preclude unnecessary tasking or risk to limited ISR assets.
- Maintain continuous situational understanding and anticipate intelligence requirements. Use intelligence reach to fulfill these requirements and provide the results to the commander and staff for the conduct of operations.
- Exchange intelligence reach strategies with other units.
- Present the information retrieved through intelligence reach in a usable form. Share the information derived from intelligence reach with subordinate, lateral, and higher echelons. Ensure follow-on forces have all information as well.

CATEGORIES OF INTELLIGENCE PRODUCTS

2-38. Intelligence products are generally placed in one of seven production categories:

- I&W.
- Current intelligence.
- GMI.
- Target intelligence.
- S&TI.
- CI.
- Estimative.

Table 2-1. Examples of partners and sources of intelligence reach

| Army | |
|---|--|
| <ul style="list-style-type: none"> • Analysis and control element (ACE). • Intelligence support element. • Military intelligence (MI) brigade. • 902d MI Group. • National Ground Intelligence Center (NGIC). | <ul style="list-style-type: none"> • Army Technical Control and Analysis Element. • Army Reserve Intelligence Support Center. • U.S. Army Intelligence Center Cultural Center. • U.S. Army Chaplain Center and School World Religion Center. |
| Services | |
| <ul style="list-style-type: none"> • Office of Naval Intelligence. • National Maritime Intelligence Center. • Air Force Intelligence, Surveillance, and Reconnaissance Agency. | <ul style="list-style-type: none"> • National Air and Space Intelligence Center. • Marine Corps Intelligence Agency. |
| Joint | |
| <ul style="list-style-type: none"> • U.S. European Command Joint Intelligence Operations Center (JIOC). • U.S. Southern Command JIOC. • U.S. Special Operations Command JIOC. • U.S. Space Command Combat Information Center. • U.S. Joint Forces Command Air Intelligence Center. • U.S. Central Command JIOC. | <ul style="list-style-type: none"> • U.S. Transportation Command JIOC. • U.S. Strategic Command. • U.S. Space Command Combat Information Center JIOC. • U.S. Northern Command JIOC. • U.S. Africa Command JIOC. |
| Department of Defense | |
| <ul style="list-style-type: none"> • Defense Intelligence Agency (DIA). • Civil-Military Operations. • Missile and Space Intelligence Center. • National Center for Medical Intelligence. | <ul style="list-style-type: none"> • Defense Attaché Office. • Defense Human Intelligence. • National Geospatial-Intelligence Center (NGA). • National Security Agency (NSA). |
| Non-Department of Defense | |
| <ul style="list-style-type: none"> • Department of Energy (DOE). • Federal Bureau of Investigation (FBI). • Department of State (DOS). • Drug Enforcement Agency (DEA). | <ul style="list-style-type: none"> • Federal Emergency Management Agency (FEMA). • U.S. Immigration and Customs Enforcement (ICE). |
| National | |
| <ul style="list-style-type: none"> • Director of National Intelligence (DNI). • National Intelligence Council (NIC). • Central Intelligence Agency (CIA). • National Reconnaissance Office (NRO). | <ul style="list-style-type: none"> • Bureau of Intelligence and Research (State Department). • Office of Intelligence Support (Department of Transportation). • Department of Homeland Security (DHS). |
| Commercial | |
| <ul style="list-style-type: none"> • RAND. • Jane's Defense Weekly. • Economic Intelligence Unit. • Cable News Network. | <ul style="list-style-type: none"> • Reuters. • Associated Press. • United Press International. |
| Foreign | |
| <ul style="list-style-type: none"> • Defense Intelligence Staff, United Kingdom. • National Defense Headquarters, Canada. | <ul style="list-style-type: none"> • Defense Intelligence Organization, Australia. |

2-39. The categories of intelligence are distinguishable from each other based on the purpose of the intelligence product. The categories can overlap and some of the same intelligence is useful in more than one category. Depending upon the echelon, intelligence organizations use specialized procedures to develop each category of intelligence. The following information describes each category.

INDICATIONS AND WARNING

2-40. *Indications and warning* are those intelligence activities intended to detect and report time-sensitive intelligence information on foreign developments that could involve a threat to the United States or allied and/or coalition military, political, or economic interests or to U.S. citizens abroad. It includes forewarning of hostile actions or intentions against the United States, its activities, overseas forces, or allied and/or coalition nations (JP 2-0). I&W includes—

- Forewarning of threat actions or intentions.
- The imminence of hostilities.
- Insurgency.
- Nuclear or non-nuclear attack on the United States, U.S. overseas forces, or multinational forces.
- Hostile reactions to U.S. reconnaissance activities.
- Terrorist attacks.
- Other similar events.

2-41. While the intelligence officer is primarily responsible for producing I&W intelligence, each element, such as the military police (MP) conducting police intelligence operations, within each unit contributes to I&W through awareness of the CCIRs and reporting related information.

CURRENT INTELLIGENCE

2-42. Current intelligence supports ongoing operations; it involves the integration of time-sensitive, all-source intelligence and information into concise, accurate, and objective reporting on the area of operations (AO) and current threat situation. One of the most important forms of current intelligence is the threat situation portion of the COP. The intelligence officer is responsible for producing current intelligence for the unit. In addition to the current situation, current intelligence should provide projections of the threat's anticipated actions and their implications on the friendly operation. (See JP 2-0.)

GENERAL MILITARY INTELLIGENCE

2-43. *General military intelligence* is intelligence concerning (1) military capabilities of foreign countries or organizations or (2) topics affecting potential U.S. or multinational military operations relating to armed forces capabilities, including threat characteristics, organization, training, tactics, doctrine, strategy, and other factors bearing on military strength and effectiveness, and area and terrain intelligence...(excludes scientific and technical intelligence) (JP 2-0). (The definition of GMI was shortened and the complete definition is printed in the glossary.) This broad category of intelligence is normally associated with long-term planning at the national level. However, GMI is also an essential tool for the intelligence staff and should be in place long before preparing for a particular military operation. The intelligence officer planner develops initial intelligence preparation of the battlefield (IPB) from GMI products.

2-44. An up-to-date, comprehensive intelligence database is critical to the unit's ability to rapidly plan and prepare for the range of operations and global environments in which the unit may operate. GMI supports the requirement to quickly respond to differing crisis situations with corresponding intelligence spanning the globe. One of the many places to obtain information for GMI is the medical intelligence database. (For additional information on medical intelligence, see FM 4-02, FM 4-02.7, FM 4-02.17, FM 4-02.18, and FM 8-42.)

2-45. The intelligence officer develops and maintains the unit's GMI database on potential threat forces and other aspects of the joint operations area based on the commander's guidance. As an essential component of intelligence readiness, this database supports the unit's planning, preparation, execution, and

assessment of operations. The intelligence officer applies and updates the database as it executes its intelligence production tasks.

TARGET INTELLIGENCE

2-46. Target intelligence is the analysis of enemy units, dispositions, facilities, and systems to identify and nominate specific assets or vulnerabilities for attack, reattack, or exploitation (for intelligence). It consists of two mutually supporting production tasks:

- **Target development.** The systematic evaluation and analysis of target systems, system components, and component elements to identify high-value targets (HVTs) for potential engagement through lethal or nonlethal means.
- **Combat assessment.** Once a target is engaged, combat assessment provides a timely and accurate estimate of the effects of the application of military force (lethal or nonlethal) and command and control warfare on targets and target systems based on predetermined objectives.

SCIENTIFIC AND TECHNICAL INTELLIGENCE

2-47. *Scientific and technical intelligence* is the product resulting from the collection, evaluation, analysis, and interpretation of foreign scientific and technical information. Scientific and technical intelligence covers foreign developments in basic and applied research and in applied engineering techniques and scientific and technical characteristics, capabilities, and limitations of all foreign military systems, weapons, weapon systems, and materiel, the related research and development (R&D), and the production methods employed for their manufacture (JP 2-01).

2-48. S&TI concerns foreign developments in basic and applied sciences and technologies with warfare potential. It includes characteristics, capabilities, vulnerabilities, and limitations of all weapon systems, subsystems, and associated materiel, as well as related R&D. S&TI also addresses overall weapon systems and equipment effectiveness. Specialized organizations—such as the DIA Missile and Space Intelligence Center (MSIC), INSCOM, Air Missile Defense, Army Area Air and Missile Defense Command, and NGIC—produce this category of intelligence. The intelligence officer establishes instructions within standing operating procedures (SOPs), OPORDs, and operation plans (OPLANs) for handling and evacuating captured enemy materiel (CEM) for S&TI exploitation.

COUNTERINTELLIGENCE

2-49. CI analyzes the threats posed by foreign intelligence and security services (FISS) and international terrorist organizations (ITO) and the intelligence activities of nonstate actors, such as organized crime, terrorist groups, and drug traffickers. CI analysis incorporates all-source information and the results of CI investigations and operations to support a multidiscipline analysis of the force protection threat.

ESTIMATIVE

2-50. Estimates provide forecasts on how a situation may develop and the implications of planning and executing military operations. Estimative intelligence goes beyond descriptions of adversary capabilities or reporting of enemy activity. It tries to forecast the unknown based on an analysis of known facts using techniques such as pattern analysis, inference, and statistical probability.

UNIFIED ACTION INTELLIGENCE OPERATIONS

2-51. Joint operations focus and maximize the complementary and reinforcing effects and capabilities of each Service. Joint force commanders synchronize the complementary capabilities of the Service components that comprise the joint force.

2-52. The employment of MI in campaigns and major operations must be viewed from a joint perspective, and the intelligence construct must establish a fully interoperable and integrated joint intelligence capability. Army forces intelligence assets work with multinational and interagency partners to accomplish

their missions. Ideally, multinational and interagency intelligence partners provide cultures, perspectives, and capabilities that reinforce and complement Army MI strengths and capabilities. Close intelligence coordination is the foundation of successful unified action.

PERSISTENT SURVEILLANCE AND RELATED ARMY CONSTRUCTS (TACTICAL PERSISTENT SURVEILLANCE)

2-53. A critical part of current operations is the execution of the joint doctrinal concept of persistent surveillance. *Persistent surveillance* is a collection strategy that emphasizes the ability of some collection systems to linger on demand in an area to detect, locate, characterize, identify, track, target, and possibly provide battle damage assessment and retargeting in real or near real time. Persistent surveillance facilitates the formulation and execution of preemptive activities to deter or forestall anticipated adversary courses of action (JP 2-0).

2-54. In its simplest form, the goal of the Army construct for joint persistent surveillance is to provide the right intelligence to the right person at the right time and in the right format—focused to their requirements. The goal is based on the fundamental Army ISR construct and recognizes ISR as a combined arms mission. However, these constructs—specifically, tactical persistent surveillance—focus on balancing future requirements to provide or access combat information and intelligence in a networked environment to support ongoing operations while simultaneously supporting longer-term intelligence analysis and planning, and other staff functions. Most of the constructs focus on—

- Embedded ISR synchronization capabilities.
- Improved ISR sensor capabilities.
- Assured network communications capability.
- An enterprise approach to analysis, processing, and data and information access across units, organizations, and echelons.
- Enhanced automated analytical tools, including planning and control and analytical change detection capabilities.

2-55. Within the latest Army intelligence constructs, it is recognized that while vast improvements in ISR capabilities are possible, these new characteristics are not likely to fully develop in the near future. ISR will—

- Not provide guaranteed and uninterrupted collection on all requirements for all operations.
- Not change from inherently using a combined arms operational construct.
- Not eliminate all operational risk and uncertainty.
- Not eliminate the need for operational planning.
- Not exclusively focus on sensor capability issues.

2-56. However, gradual incremental improvements can be expected in—

- Phasing and overlapping ISR capabilities.
- Integrating and networking ISR assets and collection efforts.
- Executing intelligence handover.

THE NATURE OF LAND OPERATIONS

2-57. *Landpower* is the ability—by threat, force, or occupation—to gain, sustain, and, exploit control over land, resources, and people (FM 3-0). Army operations reflect expeditionary and campaign capabilities that constantly adapt to each campaign’s unique circumstances—the capability to prevail in close combat is indispensable and unique to land operations. Battle and engagement outcomes depend on Army forces’ ability to prevail in close combat. The axiom “intelligence drives operations” continues to be true especially for land operations. Operations and intelligence are inevitably linked. (See FM 3-0 for more details on land operations.) Four considerations are preeminent in generating expeditionary capabilities and Army force packages:

- Scope.
- Duration.
- Terrain.
- Permanence.

2-58. Several attributes of the land environment affect the application of landpower. ISR is the means the Army uses to implement the joint doctrinal concept of persistent surveillance to support tactical operations. ISR is also essential to detect, locate, characterize, identify, track, and target high-payoff targets (HPTs) and HVTs, as well as provide combat assessment in real time within a very fluid operational environment. (See JP 2-0 and JP 3-33 for more information on joint intelligence operations and organizations.)

FORCE PROJECTION OPERATIONS

2-59. Force projection is the military component of power projection. It is a central element of the national military strategy. Army organizations and installations linked with joint forces and industry form a strategic platform to maintain, project, and sustain Army forces wherever they deploy. Force projection operations are inherently joint and require detailed planning and synchronization. Sound, informed decisions made early on force projection may determine a campaign's success.

2-60. The Army must change its mindset from depending on an "intelligence buildup" to performing intelligence readiness on a daily basis to meet the requirements for strategic responsiveness. MI personnel—including garrison at the lowest tactical echelons—must use their analytic and other systems to prepare for possible operations on a daily basis. When a unit has an indication that it may be deployed or has a contingency mission in an area of the world, it can begin to generate intelligence knowledge on the projected AO.

2-61. Built on a foundation of intelligence readiness, the intelligence warfighting function provides the commander with the intelligence needed to conduct (plan, prepare, execute, and assess) force projection operations. Successful intelligence during force projection operations relies on continuous collection and intelligence production before and during the operation. In a force projection operations, higher echelons provide intelligence to lower echelons until the tactical ground force completes entry and secures the lodgment area. The joint force J-2 must exercise judgment when providing information to subordinate G-2s/S-2s to avoid overwhelming them.

2-62. Key planning factors for intelligence in force projection include—

- Stay out front in intelligence planning:
 - Begin to generate intelligence knowledge as soon as possible.
 - Develop a steady effort.
 - Prioritize intelligence requirements for surge.
- Understand how to get intelligence support:
 - Identify information and asset requirements.
 - Know what is available and how and when to get it.

2-63. The intelligence officer must anticipate, identify, consider, and evaluate all threats to the entire unit throughout force projection operations. This is critical during the deployment and entry operations stages of force projection. During these stages, the unit is particularly vulnerable to enemy actions because of its limited combat power and knowledge of the AO. Therefore, intelligence personnel must emphasize the delivery of combat information and intelligence products that indicate changes to the threat or AO developed during predeployment IPB. The intelligence officer should—

- Review available databases on assigned contingency areas of interest, conduct IPB on these areas of interest, and develop appropriate IPB products.
- Develop the intelligence survey.
- Comply with SOPs and manuals from higher headquarters for specific intelligence operations guidance.

- Coordinate for and rehearse electronic message transfers (for example, Internet Protocol addresses, routing indicators) using the same communications protocols with theater, higher headquarters, and subordinate and lateral units that the unit would use when deployed.
- Plan, train, and practice surging intelligence functions on likely or developing contingency crises.
- Prepare and practice coordination from predeployment through redeployment with other elements and organizations (for example, the intelligence discipline assets and analytical elements, the G-7, staff weather officer, civil affairs [CA], psychological operations [PSYOP], and special operations forces [SOF] units, including databases and connectivity).
- Include the following as a part of daily (sustainment) operations:
 - U.S. Army Reserve (USAR) and other augmentation.
 - A linguist plan with proficiency requirements. (Alert linguists through early entry phases of deployment.)
 - Training (individual and collective).
- Establish formal or informal intelligence links, relationships, and networks to meet developing contingencies.
- Forward all RFIs to higher headquarters in accordance with SOPs.
- Establish statements of intelligence interests, other production, and I&W requirements.

2-64. To draw intelligence from higher echelons and focus intelligence downward, based on the commander's needs, the intelligence officer must—

- Understand the J-2's multiple echelon and broadcast dissemination capability to ensure near real-time reporting to all deployed, in transit, or preparing to deploy forces.
- Maintain or build intelligence databases on threats and other aspects of the AO for each probable contingency.
- State and record the CCIRs (at a minimum, list the PIRs and ISR tasks or requests).

2-65. Until the unit's collection assets become operational in the AO, the intelligence officer will depend upon intelligence from the Army forces or joint task force (JTF) to answer the unit's intelligence needs.

2-66. Force projection encompasses five processes that occur in a continuous, overlapping, and repeating sequence throughout an operation. The five processes include—

- Mobilization.
- Deployment.
- Employment.
- Sustainment.
- Redeployment.

2-67. Intelligence and ISR considerations during force projection are discussed below.

MOBILIZATION

2-68. Mobilization is the process by which the armed forces or part of them are brought to a state of readiness for war or other national emergency. It assembles and organizes resources to support national objectives. Mobilization includes activating all or part of the USAR, and assembling and organizing personnel, supplies, and materiel. A unit may be brought to a state of readiness for a specific mission or other national emergency. The mobilization process is where specific Active Army, Army National Guard (ARNG), Army National Guard of the United States (ARNGUS), and USAR units, capabilities, and personnel are identified and integrated into the unit. During mobilization, the intelligence officer—

- Monitors intelligence reporting on threat activity and I&W data.
- Manages information requirements and RFIs from the unit and subordinate units including updating ISR planning.

- Establishes habitual training relationships with the Active Army, ARNG, ARNGUS, and USAR augmentation units and personnel as well as higher echelon intelligence organizations identified in the existing OPLAN.
- Supports the USAR units and augmentation personnel by preparing and conducting intelligence training and threat update briefings and by disseminating intelligence.
- Identifies ISR force requirements for the different types of operations and contingency plans.
- Identifies individual military, civilian, and contractor augmentation requirements for intelligence operations. The Army, in particular the intelligence warfighting function, cannot perform its mission without the support of its Army civilians and contractors. The force increasingly relies on the experience, expertise, and performance of civilian personnel.

2-69. During mobilization, the intelligence officer, in conjunction with the rest of the staff, ensures adequate equipping and training—of Active Army and USAR MI organizations and individual augmentees—to conduct intelligence operations. Predictive intelligence also supports the decisions the commander and staff must make regarding the size, composition, structure, and deployment sequence of the force to create the conditions for success.

2-70. The intelligence officer supports peacetime contingency planning with intelligence knowledge and IPB products and databases on likely contingency areas. The intelligence officer establishes an intelligence synchronization plan implemented upon alert notification. For a smooth transition from predeployment to entry, the intelligence officer must coordinate intelligence synchronization and communications plans before the crisis occurs. The intelligence synchronization plan identifies the intelligence requirements supporting the plans, to include—

- ISR assets providing support throughout the area of interest.
- Command and support ISR-asset relationships at each echelon.
- Report and request procedures not covered in unit SOPs.
- Deployment sequence of ISR personnel and equipment. Early deployment of key ISR personnel and equipment is essential for force protection and combat readiness. Composition of initial and follow-on deploying assets is influenced by mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC)—availability of communications, and availability of lift.
- Communications architecture supporting both intelligence staffs and ISR assets.
- Friendly vulnerabilities to hostile intelligence threats and plans for conducting force protection measures. The staff must begin this planning as early as possible to ensure adequate support to force protection of deploying and initial entry forces.
- Time-phased force and deployment data (TPFDD) monitoring and recommending changes in priority of movement, unit, or capability to enable reconnaissance and surveillance.

2-71. The intelligence officer must continually monitor and update the OPLANs to reflect the evolving situation, especially during crises. National intelligence activities monitor regional threats throughout the world and can answer some intelligence requirements supporting the development of OPLANs.

2-72. Upon alert notification, the intelligence officer updates estimates, databases, IPB products, and other intelligence products needed to support command decisions on force composition, deployment priorities and sequence, and the area of interest. Units reassess their collection requirements immediately after alert notification. The intelligence officer begins verifying planning assumptions within the OPLANs. CI and the intelligence staff provide force protection support and antiterrorism measures.

2-73. Throughout mobilization, unit intelligence activities provide deploying forces with the most recent intelligence on the AO. The intelligence staff also updates databases and situation graphics. The intelligence officer must—

- Fully understand the unit, Army forces, and joint force intelligence organizations.
- Revise intelligence and intelligence-related communications architecture and integrate any new systems and software into the current architecture.

- Support 24-hour operations and provide continuous intelligence (to include weather) support.
- Plan all required intelligence reach procedures.
- Determine transportation availability for deployment and availability during deployment.
- Determine all sustainability requirements.
- Determine intelligence release requirements and restrictions and releasability to multinational and host-nation sources.
- Review status-of-forces agreements (SOFAs), rules of engagement (ROE), international laws, and other agreements, emphasizing the effect that they have on intelligence collection operations. (Coordinate with the staff judge advocate on these issues.)
- Ensure ISR force deployment priorities are reflected in the TPFDD to support ISR activities based upon the mission variables.
- Ensure intelligence links provide the early entry commander vital access to all-source Army and joint intelligence collection assets, processing systems, and databases.
- Develop an intelligence survey.
- Review the supporting unit commander's specified tasks, implied tasks, task organization, scheme of support, and coordination requirements with forward maneuver units. Address issues or shortfalls and direct or coordinate changes.
- Establish access to national databases for each intelligence discipline, as well as links to joint Service, multinational, and host-nation sources.

DEPLOYMENT

2-74. Deployment is the movement of forces and materiel from their point of origin to the AO. This process has four supporting components—predeployment activities, fort-to-port, port-to-port, and port-to-destination. Success in force projection operations hinges on timely deployment. The size and composition of forces requiring lift are based on mission variables, availability of prepositioned assets, the capabilities of host-nation support, and the forward presence of U.S. forces. Force tailoring is the process used to determine the correct mix and sequence of deploying units.

2-75. During deployment, intelligence organizations at home station or in the sustainment area take advantage of modern satellite communications, broadcast technology, data processing systems, and other automation to provide graphic and textual intelligence updates to the forces en route. En route updates help eliminate information voids and, if appropriate, allow the commander, in response to changes in the operational area, to adjust the plan before arriving at the joint operations area (JOA).

2-76. Intelligence units extend established networks to connect intelligence staffs and collection assets at various stages of the deployment flow. Where necessary, units establish new communications paths to meet unique demands of the mission. If deployed, theater and corps analysis and control elements play a critical role in making communications paths, networks, and intelligence databases available to deploying forces.

2-77. Space-based systems are key to supporting intelligence during the deployment and the subsequent stages of force projection operations by—

- Monitoring terrestrial areas of interest through ISR assets to help reveal the enemy's location and disposition, and attempting to identify the enemy's intent.
- Providing communication links between forces en route and in the continental United States (CONUS).
- Permitting MI collection assets to accurately determine their position through the Global Positioning System (GPS).
- Providing timely and accurate data on meteorological, oceanographic, and space environmental factors that might affect operations.
- Providing warning of theater ballistic missile launches.
- Providing timely and accurate weather information to all commanders through the Integrated Meteorological System.

2-78. Situation development dominates intelligence operations activities during initial entry operations. The intelligence officer attempts to identify all threats to arriving forces and assists the commander in developing force protection measures. During entry operations, echelons above corps organizations provide intelligence. This support includes providing access to departmental and joint intelligence and deploying scalable intelligence assets. The entire effort focuses downwardly to provide tailored support to deploying and deployed echelons in response to their CCIRs (PIRs and friendly force information requirements [FFIRs]).

2-79. Collection and processing capabilities are enhanced, as collection assets build up in the deployment area, with emphasis on the build-up of the in-theater capability required to conduct sustained ISR activities. As the build-up continues, the intelligence officer strives to reduce total dependence on extended split-based intelligence from outside the AO. As assigned collection assets arrive into the JOA, the intelligence officer begins to rely on them for tactical intelligence although higher organizations remain a source of intelligence.

2-80. As the Army forces headquarters arrives in the JOA, the joint force J-2 implements and, where necessary, modifies the theater intelligence architecture. Deploying intelligence assets establishes liaison with staffs and units already present in the AO. Liaison personnel and basic communications should be in place before the scheduled arrival of parent commands. ISR units establish intelligence communications networks.

2-81. CONUS and other relatively secure intelligence bases outside the AO continue to support deployed units. Systems capable of rapid receipt and processing of intelligence from national systems and high capacity, long-haul communications systems are critical to the success of split-based support of a force projection operation. These systems provide a continuous flow of intelligence to satisfy many operational needs.

2-82. The intelligence officer, in coordination with the G-3/S-3, participates in planning to create conditions for decisive operations. The intelligence officer also adjusts collection activities as combat power strength builds. During entry operations the intelligence officer—

- Monitors force protection indicators.
- Monitors the ISR capability required to conduct sustained intelligence operations.
- Monitors intelligence reporting on threat activity and I&W data.
- Develops measurable criteria to evaluate the results of the intelligence synchronization plan.
- Assesses—
 - Push versus pull requirements of intelligence reach.
 - Effectiveness of the intelligence communications architecture.
 - Reporting procedures and timelines.
 - Intelligence to OPLANs and OPORDs, branches, and sequels (including planning follow-on forces).

EMPLOYMENT

2-83. Intelligence and ISR support the employment of forces by meeting the commander's requirements. They focus primarily on supporting commander situational understanding, targeting, and force protection. Good planning and preparation can ensure a smooth transition from deployment to employment and from employment through sustainment to redeployment.

SUSTAINMENT

2-84. Sustainment involves providing and maintaining levels of personnel and materiel required to sustain the operation throughout its duration. Sustainment may be split-based between locations within and outside continental United States (OCONUS). For intelligence, sustainment may be focused on force rotation—ensuring that intelligence personnel or units entering an established AO have current intelligence and the appropriate level of detailed knowledge of ongoing intelligence operations. This includes—

- Providing data-file updates through the generate intelligence knowledge continuing activity of the intelligence process before the deployment of replacement personnel or units.
- Ensuring a coordinated intelligence handoff of ongoing intelligence operations such as military source operations.
- Ensuring units have the MI assets required to accomplish the mission, such as personnel (including linguists), communications systems, ISR systems, and appropriate maintenance support.

REDEPLOYMENT

2-85. Redeployment is the process by which units and materiel reposture themselves in the same theater; transfer forces and materiel to support another joint force commander's operational requirements; or return personnel and materiel to the home or demobilization station upon completion of the mission. Redeployment operations encompass four phases:

- Recovery, reconstitution, and predeployment activities.
- Movement to and activities at the port of embarkation.
- Movement of the port of debarkation.
- Movement to home station.

2-86. As combat power and resources decrease in the AO, force protection and I&W become the focus of the commander's intelligence requirements. This drives the selection of those assets that must remain deployed until the end of the operation and those that may redeploy earlier. The S-2—

- Monitors intelligence reporting on threat activity and I&W data.
- Continues to conduct intelligence to force protection.
- Requests ISR support (theater and national systems) and intelligence to support redeployment.

2-87. After redeployment, MI personnel and units recover and return to predeployment activities. ISR units resume contingency-oriented peacetime intelligence operations. USAR ISR units demobilize and return to peacetime activities. Intelligence officers—

- Monitor intelligence reporting on threat activity and I&W data.
- Update or consolidate databases.
- Maintain intelligence readiness.
- Provide their input into the Force Design Update process to refine modified table of organization and equipment (TOE) and evaluate the need for individual mobilization augmentee personnel.
- Prepare after-action reports and lessons learned.
- Submit organizational needs requests.

ENTRY OPERATIONS

2-88. Threats often possess the motives and means to interrupt the deployment flow of Army forces. Threats to deploying forces may include advanced conventional weaponry (air defense, mines) and weapons of mass destruction (WMD). Sea and air ports of debarkation should be regarded as enemy HPTs because they are the entry points for forces and equipment. Ports of debarkation are vulnerable because they are fixed targets with significant machinery and equipment that are vulnerable to attack; in addition to military forces and materiel, host-nation support personnel, contractors, and civilians may be working a port of debarkation.

2-89. An enemy attack or even the threat of an enemy attack, on a port of debarkation can have a major impact on force projection momentum. Commanders at all levels require predictive intelligence so that they may focus attention on security actions that reduce vulnerabilities. To avoid, neutralize, or counter threats to entry operations, the commanders rely on the ability of the intelligence officer to support future operations by accurately identifying enemy reactions to U.S. actions, anticipating their response to counteractions, and predicting additional enemy courses of action (COAs).

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PART TWO

Intelligence in Full Spectrum Operations

Part Two discusses the role of intelligence and the intelligence warfighting function within full spectrum operations and the interaction of the intelligence process with the operations process. It describes how both military intelligence and the intelligence warfighting function provide commanders and warfighters with the intelligence they require in order to drive operations.

Chapter 3 discusses the role of intelligence within full spectrum operations. The doctrinal concept of MI asset technical channels is discussed as a complement to, not a replacement of, the Army's command and support relationships.

Chapter 4 presents the intelligence process, describes its interaction with the operations process, and discusses the methodology that accomplishes the primary focus of intelligence in full spectrum operations, to provide the warfighter with effective intelligence.

Chapter 3

Fundamentals in Full Spectrum Operations

THE OPERATIONAL CONCEPT

3-1. The Army's operational concept is *full spectrum operations*: Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action—lethal and nonlethal—proportional to the mission and informed by a thorough understanding of all variables of the operational environment. Mission command that conveys intent and appreciation of all aspects of the situation guides the adaptive use of Army forces (FM 3-0).

3-2. Intelligence supports the commander across full spectrum operations. It helps the commander decide when and where to concentrate sufficient combat power to defeat the threat. Intelligence, surveillance, and reconnaissance (ISR) are essential for the commander to achieve surprise against the threat, preclude surprise from the threat, maintain the initiative on the battlefield, and win battles. Commanders and staffs at all levels synchronize intelligence with the other warfighting functions to maximize their ability to see and strike the enemy simultaneously throughout the area of operations (AO).

3-3. Every Soldier is responsible for detecting and reporting threat activities, dispositions, and capabilities. Therefore, the Army established the Every Soldier is a Sensor (ES2) program, which is accomplished through Soldier surveillance and reconnaissance. The Soldier surveillance and reconnaissance task was developed to help commanders get combat information and reports. This task is critical because the environment in which Soldiers operate is characterized by violence, uncertainty,

complexity, and asymmetric threat methods. (See FM 2-91.6 for a detailed discussion about Soldier surveillance and reconnaissance.)

3-4. The increased situational awareness that Soldiers develop through personal contact and observation is a critical element of the unit's ability to more fully understand the battlefield. Soldiers collect combat information that is processed into intelligence by unit intelligence analysts. While medical personnel cannot be assigned ISR tasks due to their Geneva Convention category status, if they do gain information through casual observation of activities in plain view while conducting their humanitarian duties, they will report the information to their supporting intelligence element.

INTELLIGENCE SUPPORT TO THE ELEMENTS OF FULL SPECTRUM OPERATIONS

3-5. Full spectrum operations require continuous, simultaneous combinations of offensive, defensive, and stability or civil support tasks. Operations are characterized as decisive, shaping, and sustaining. Intelligence, through ISR, facilitates understanding portions of the mission variables—enemy, terrain and weather, and civil considerations. (Civil considerations are developed in coordination with the G-9/S-9.) Commanders can then conduct operations at a time and place of their choosing rather than reacting to enemy operations.

OFFENSIVE OPERATIONS

3-6. *Offensive operations* are combat operations conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (FM 3-0). Offensive operations at all levels require effective intelligence to help the commander avoid the enemy's main strength and to deceive and surprise the enemy. During offensive operations, intelligence must provide the commander with updated intelligence preparation of the battlefield (IPB) products and an intelligence running estimate, in a timely manner, for the commander to significantly affect the enemy. The intelligence running estimate ensures commanders have the intelligence they need to conduct offensive operations with minimum risk of surprise.

3-7. The intelligence officer develops IPB products to assist the commander in identifying all aspects within the AO or area of interest that can affect mission accomplishment. The entire staff, led by the echelon intelligence staff, uses the IPB process to identify any aspects of the AO or area of interest that will affect enemy, friendly, and third-party operations. The IPB process is collaborative in nature and requires information from all staff elements and some subordinate units, who all use the results and products of the IPB process for planning.

3-8. The intelligence officer supports the commander's use of unit ISR assets to analyze the terrain and confirm or deny the enemy's strengths, dispositions, and likely intentions. These assets also gather information concerning the civilian considerations within the AO. The intelligence officer and operations officer, in coordination with the rest of the staff, develop an integrated ISR plan that satisfies the commander's maneuver, targeting, and information requirements.

3-9. In offensive operations, a commander's information requirements often include—

- Locations, composition, equipment, strengths, and weaknesses of the defending enemy force including high-payoff targets (HPTs) and enemy ISR capabilities.
- Locations of possible enemy assembly areas.
- Locations of enemy indirect fire weapon systems and units.
- Locations of gaps and assailable flanks.
- Locations of areas for friendly and enemy air assaults.
- Locations of enemy air defense gun and missile units.
- Locations of enemy electronic warfare (EW) units.
- Effects of terrain and weather and civil considerations on current and projected operations.
- Numbers, routes, and direction of movement of displaced civilians.

- Withdrawal routes of enemy forces.
- Anticipated timetable schedules for the enemy's most likely course of action (COA) and other probable COAs.
- Locations of enemy command and control and ISR systems and the frequencies used by the information systems linking these systems.

DEFENSIVE OPERATIONS

3-10. *Defensive operations* are combat operations conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations (FM 3-0). The immediate purpose of defensive operations is to defeat an enemy attack. Commanders defend to buy time, hold key terrain, hold the enemy in one place while attacking in another, or destroy enemy combat power while reinforcing friendly forces.

3-11. Intelligence should determine the enemy's strength, COAs, and location of enemy follow-on forces. Defending commanders can then decide where to arrange their forces in an economy-of-force role to defend and shape the battlefield. Intelligence support affords commanders the time necessary to commit the striking force precisely.

3-12. Intelligence supports the commander's defensive operations with IPB products to identify probable enemy objectives and various approaches; patterns of enemy operations; the enemy's vulnerability to counterattack, interdiction, EW, air attacks, and canalization by obstacles; and the enemy's capability to conduct air attacks against friendly forces, insert forces behind friendly units, and employ chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons. The intelligence officer must also evaluate how soon follow-on forces can be committed against an enemy attacking in echelons.

3-13. The intelligence officer supports the commander with synchronization of the ISR plan to answer the commander's critical information requirements (CCIRs). ISR activities must be continuously assessed and updated during operations. The ISR plan must provide early identification of as many of the commander's requirements as possible. It is critical that the intelligence officer support the commander's ability to see the enemy during the conduct of all defensive operations. In defensive operations, these requirements often include—

- Locations, composition, equipment, strengths, and weaknesses of the advancing enemy force.
- Enemy reconnaissance objectives or goals.
- Locations of possible enemy assembly areas.
- Locations of enemy indirect fire weapon systems and units.
- Locations of gaps, assailable flanks, and other enemy weaknesses.
- Locations of areas for enemy helicopter and parachute assaults.
- Locations of artillery and air defense gun and missile units.
- Locations of enemy EW units.
- Locations, numbers, and intentions of civilian populations.
- Effects of terrain and weather and civil considerations on current and projected operations.
- Likely withdrawal routes for enemy forces.
- Numbers, routes, and direction of movement of displaced civilians.
- Anticipated timetable of the enemy's most likely COA.
- Locations of enemy command posts, fire direction control centers, EW sites, and target acquisition sensor and target fusion sites and the frequencies they are using.

STABILITY OPERATIONS

3-14. *Stability operations* encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and

secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0).

3-15. Missions where stability operations predominate are often much more complex than those where offensive and defensive operations are dominant; therefore, obtaining the intelligence required is often more complex. As a result, commanders must be more involved in and knowledgeable of ISR during stability operations. Elements of combat power are discussed below.

3-16. In stability operations, commanders often require more detailed intelligence and IPB products to determine how best to conduct operations and influence the local populace to enhance regional stability. The identification and analysis of the threat, terrain and weather, and civil considerations are critical in determining the most effective missions, tasks, and locations in which stability operations are conducted. A lack of knowledge concerning insurgents, local politics, customs, and culture as well as how to differentiate between local combatants, often leads to U.S. actions that can result in unintended and disadvantageous consequences—such as attacking unsuitable targets or offending or causing mistrust among the local population. This lack of knowledge could potentially threaten mission accomplishment.

CIVIL SUPPORT OPERATIONS

3-17. *Civil support* is Department of Defense support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities (JP 3-28). Civil support includes operations that address the consequences of natural or manmade disasters, accidents, terrorist attacks, and incidents within the United States and its territories. Army forces conduct civil support operations when the size and scope of an incident exceed the capabilities or capacities of domestic civilian agencies. Army civil support operations include a range of activities involving support to law enforcement agencies, and planned support as part of large-scale events. The major supporting tasks encompassed by civil support are in table 3-1.

Table 3-1. Primary civil support tasks and example supporting tasks (FM 3-0)

| <i>Provide support in response to disaster to terrorist attacks</i> | <i>Support civil law enforcement</i> | <i>Provide other support, as required</i> |
|--|---|--|
| <i>Disaster response</i> <ul style="list-style-type: none"> • Natural disasters. • Manmade disasters. | Assist law enforcement agencies following disasters and terrorist attacks. | <i>Support to special security events</i> <ul style="list-style-type: none"> • Olympics. • Inaugurations. • Large public performances. |
| | Civil disturbance operations (joint forces HQ-State and CCDR OPLANs). | |
| <i>CBRNE consequence management</i> <ul style="list-style-type: none"> • Terrorist attacks involving CBRNE. • Industrial accidents. | Protect key infrastructure. | <i>Augment Federal and State agencies</i> <ul style="list-style-type: none"> • Mass immigration. • Continuity of critical Government services. |
| <i>Pandemic influenza support</i> | <i>Planned augmentation to civil law enforcement including—</i> <ul style="list-style-type: none"> • Counterdrug support. • Border security. • Training. • Facilities. • Equipment. | Community support tasking. |
| CBRNE CCDR HQ OPLAN | chemical, biological, radiological, nuclear, and high-yield explosives combatant commander headquarters operation plan | |

3-18. A distinguishing aspect of civil support operations is the status of the Army National Guard (ARNG)—normally the first military force responding to any incident or emergency within the United States. Within the United States, ARNG supports their respective state or territory under a state chain of command when in State Active Duty status or Title 32, United States Code (32 USC) status. In either status, ARNG forces operating within their respective states have authorities that U.S. law severely restricts for Active Army and Army Reserve forces. For example, the Governor may employ National Guardsmen in a law enforcement capacity. However, if the President federalizes ARNG forces from any state or territory, those National Guardsmen fall under the Department of Defense (DOD) and are subject to the same Federal laws and restrictions applied to the Active Army and mobilized Army Reserve.

3-19. Intelligence support in civil support operations is as important as in other operations. All commanders must ensure intelligence support remains within the guidelines of U.S. law and applicable policies. In particular, operations must adhere to regulations and directives that implement restrictions within the “intelligence oversight requirements.” Intelligence support of Title 10, United States Code (10 USC) forces focuses on specific missions authorized by the Secretary of Defense. State National Guard commanders ensure that their intelligence capabilities comply with applicable policies, regulations, U.S. law, and the missions authorized by the Governor of that state. Commanders and intelligence professionals must consult with staff judge advocates concerning any unclear areas of intelligence capability.

3-20. Army forces involved in civil support conduct “incident awareness and assessment” (IAA). IAA is a distilled version of ISR operations used by forces in combat. IAA is based on the same concepts as ISR operations. However, IAA addresses only those information requirements permitted by law within a domestic environment. Due to policy issues and a history of intelligence abuses in the 1960s and 1970s, domestic ISR applications do not occur without express permission of the Secretary of Defense (SECDEF). Further, any use of intelligence capabilities for purposes other than traditional use must be expressly approved by the SECDEF.

3-21. Intelligence analysis can also assist civil authorities in identifying areas where the military can provide support to restoring essential services. Reconnaissance and surveillance assets can assist in search and rescue, damage assessment, potential hazards, and locating displaced persons. Reconnaissance and surveillance assets can also help identify and locate CBRNE materiel and weapons. However, employment of Active Army and Army Reserve reconnaissance and surveillance assets requires authorization from the Secretary of Defense or a designated representative. (For more information on intelligence support in domestic operations, see DODD 5200.27, AR 381-10, JP 3-28.)

ELEMENTS OF COMBAT POWER

3-22. *Combat power* is the total means of destructive, constructive, and information capabilities which a military unit or formation can apply at a given time. Army forces generate combat power by converting potential into effective action (FM 3-0). There are eight elements of combat power. The first two—leadership and information—are applied throughout and multiply the effects of the other six elements of combat power, collectively described as the Army warfighting functions:

- Movement and maneuver.
- Intelligence.
- Fires.
- Sustainment.
- Command and control.
- Protection.

3-23. For more information on the elements of combat power, see FM 3-0.

ARMY CAPABILITIES

3-24. Military intelligence (MI) has responsibilities and functions that support full spectrum operations at all echelons. The distribution of specific intelligence assets enhances the capability of the combined arms team. The planning and analysis of force tailoring identifies required intelligence resources and capabilities and blends the mission requirements necessary for mission success. The task organization that follows force tailoring establishes an ordered command and support structure with technical channels for the intelligence assets to conduct their support missions.

COMBINED ARMS

3-25. *Combined arms* is the synchronized and simultaneous application of the elements of combat power to achieve an effect greater than if each element of combat power was used separately or sequentially (FM 3-0). As an integral part of combined arms, staffs must identify all intelligence capabilities required to conduct operations in an AO. Specific intelligence capabilities that are not organic or need to be bolstered are requested for the force pool for force tailoring.

FORCE TAILORING

3-26. *Force tailoring* is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander (FM 3-0). Force tailoring involves selecting the right force structure for a joint operation from available units within a combatant command or from the Army force pool. Based on mission analysis, the staff at each echelon identifies intelligence capabilities and resources to support the commander's guidance, intent, and mission objectives.

TASK-ORGANIZING

3-27. *Task-organizing* is the act of designing an operating force, support staff, or logistic package of specific size and composition to meet a unique task or mission. Characteristics to examine when task-organizing the force include but are not limited to training, experience, equipage, sustainability, operating environment, enemy threat, and mobility. For Army forces, it includes allocating available assets to subordinate commanders and establishing their command and support relationships (FM 3-0).

3-28. Once intelligence assets have been allocated, each echelon task-organizes the assets to provide maximum mission support. Intelligence asset task organization occurs within a tailored force package as commanders organize units for specific missions. As commanders reorganize units for subsequent missions, intelligence assets may be redistributed to support new or changing requirements.

COMMAND AND SUPPORT RELATIONSHIPS

3-29. Command and support relationships provide the basis for unity of command in operations. Commanders use Army command and support relationships when task-organizing MI assets. Since most MI forces are task-organized to support operations, MI leaders at all echelons must understand the differences between joint and Army doctrine and the impact of command and support relationships on their units, personnel, and assets. (See JP 1 for a discussion of joint command relationships and authorities. See FM 3-0, appendix B, for a discussion of Army command and support relationships.)

3-30. While not an actual command or support relationship, technical channels often affect certain intelligence operations. Intelligence commanders and the intelligence staff maintain control of each intelligence discipline during operations through technical channels to ensure adherence to applicable laws and policies, ensure proper use of doctrinal techniques, and provide technical support and guidance. Applicable laws and policies include all relevant U.S. law, the law of war, international law, directives, DOD instructions, and orders. In specific cases, regulatory authority is granted to national and DOD intelligence agencies for specific intelligence discipline collection and is passed through technical channels.

3-31. Commanders direct operations but often rely on technical expertise to plan, prepare, execute, and assess portions of the unit's collection effort. Technical channels also involve translating ISR tasks into the specific parameters used to focus highly technical or legally sensitive aspects of the ISR effort. Technical channels include but are not limited to—

- Defining, managing, or prescribing techniques for the employment of specific ISR assets.
- Identifying critical technical collection criteria such as technical indicators.
- Recommending collection techniques, procedures, or assets.
- Conducting operational reviews.
- Conducting operational coordination.
- Conducting specialized training for specific MI personnel or units.

3-32. An example of technical channels is the Prophet-control team converting PIRs and ISR tasks developed during the military decisionmaking process (MDMP) and assigning times and anticipated enemy frequencies for subordinate Prophet teams to collect.

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Chapter 4

Intelligence Process in Full Spectrum Operations

SECTION I – INTELLIGENCE AND THE OPERATIONS PROCESS

4-1. Commanders use the operations process of plan, prepare, execute, and assess to continuously design and conduct operations. Figure 4-1 depicts this process. Commanders cannot successfully accomplish activities involved in the operations process without information and intelligence. The design and structure of intelligence operations support commanders' operations process by providing them with intelligence in order to drive operations.

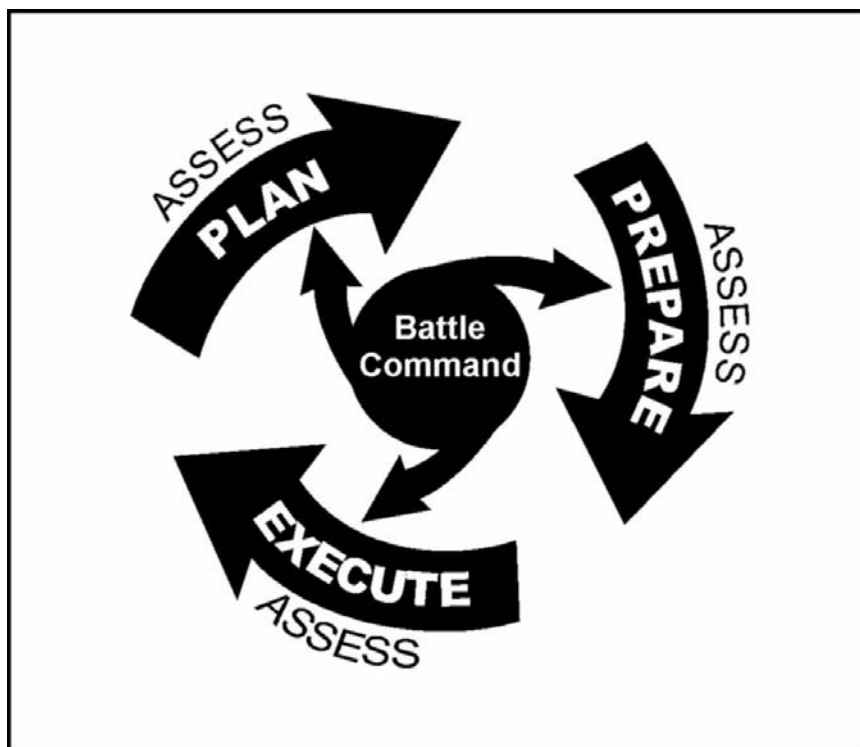


Figure 4-1. The operations process

4-2. The operations process and the intelligence process (see chapter 1, paragraph 1-93, and the discussion below) are mutually dependent. The commander provides the guidance and focus through commander's critical information requirements (CCIRs) (priority intelligence requirements [PIRs] and friendly force information requirements [FFIRs]) that drive the operations and intelligence processes. The intelligence process operates during all parts of the operations process to provide the continuous intelligence essential to the operations process. Intelligence about the area of operations (AO) and area of interest supports Army forces in combining offensive, defensive, and stability or civil support operations simultaneously, as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. Intelligence preparation of the battlefield (IPB) is one of the integrating processes. (See FM 3-0 for further discussion on the integrating processes.)

SECTION II – THE INTELLIGENCE PROCESS

4-3. The intelligence process consists of four steps and four continuing activities. Just as the activities of the operations process overlap and recur as the mission demands, so do the steps of the intelligence process. Additionally, the generate intelligence knowledge, analyze, assess, and disseminate continuing activities occur continuously throughout the intelligence process, which is continuously guided by the commander's input. Figure 4-2 shows the intelligence process.

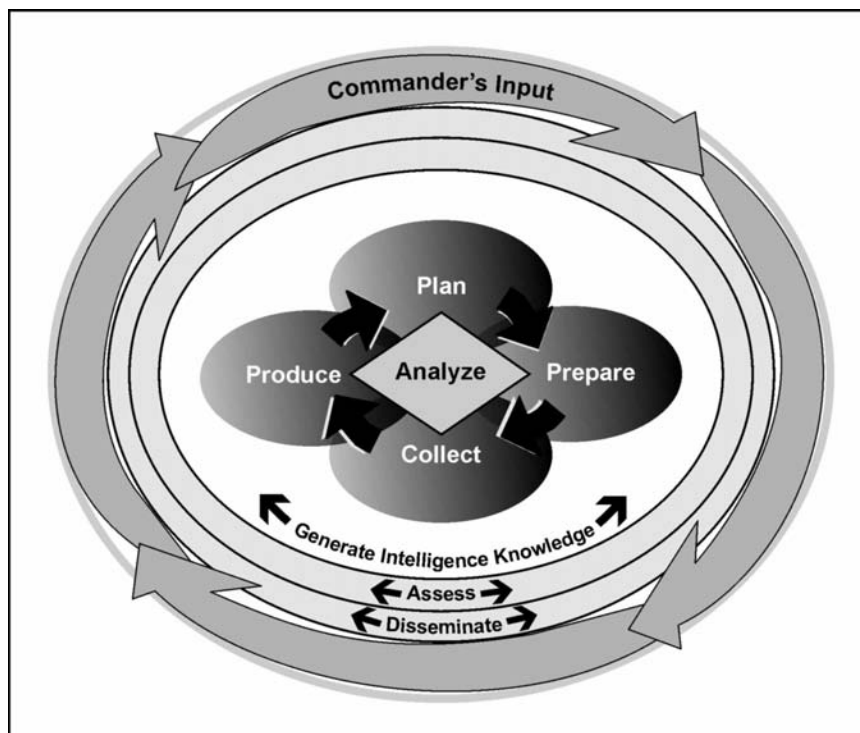


Figure 4-2. The intelligence process

COMMANDER'S INPUT

4-4. Commanders are responsible for driving the intelligence process. They do this by providing commander's input. While it is not a part of the intelligence process itself, commander's input is the primary mechanism commanders use to focus the intelligence warfighting function. Commanders provide input at their discretion. Information gained through the assess continuing activity triggers the intelligence staff to request commander's input.

4-5. The commander's input directly influences a unit's intelligence, surveillance, and reconnaissance (ISR) effort. Each commander determines which intelligence products to develop as well as the products' formats. Commanders may provide input at any point during the intelligence process. The staff then adjusts the ISR effort accordingly.

INTELLIGENCE PROCESS CONTINUING ACTIVITIES

4-6. The four continuing activities shape the intelligence process. They occur throughout the process and can affect any step at any time.

GENERATE INTELLIGENCE KNOWLEDGE

4-7. Generate intelligence knowledge is a continuous and user-defined continuing activity driven by the commander. It begins before mission receipt and continues throughout an operation. This activity occurs whenever there is a need to analyze and understand the broad scope of the operational environment beyond the narrow focus of a specific mission. The purpose of generating intelligence knowledge is to provide the intelligence staff the relevant knowledge required concerning the operational environment for the conduct of operations. It serves as the foundation for performing IPB and mission analysis. The primary products of generating intelligence knowledge are the initial data files and the initial intelligence survey. (See paragraphs 4-18 through 4-21.) Generate intelligence knowledge continues beyond the initial planning of the mission and provides additional context to the mission-specific planning that occurs after the initial IPB.

4-8. Generate intelligence knowledge begins as early as possible—in some cases, as soon as the commander knows the general area or category of the mission for a projected operation. It continues throughout the operations process. The unit determines what information it will need (based on the commander's guidance), what information it already has, and what information it needs to collect. For Army units, the initial action to locate the information they need to collect is establishing an intelligence architecture. This architecture provides access to relevant intelligence community and other Department of Defense (DOD) databases and data files. (See paragraphs 1-30 through 1-34.) When conducting the generate intelligence knowledge continuing activity, units and personnel must follow all applicable policies and regulations on the collection of information and operations security (OPSEC). Generate intelligence knowledge is led by the intelligence staff. When feasible, it includes participation by the entire staff.

4-9. Three important aspects of generating intelligence knowledge are initial data-file development, operational and mission variables analysis, and intelligence survey development.

Initial Data-File Development

4-10. The initial result of the generate intelligence knowledge continuing activity is the creation and population of data files as directed by the commander. These files must be compatible with the unit's command and control information systems. When generating intelligence knowledge, unit intelligence personnel should begin by determining the information they need to collect based on those primary components of the operational environment, for which the intelligence staff is responsible, to answer the CCIRs, perform IPB, and support the command.

4-11. As units begin to collect data on the projected AO, the data should be organized into baseline data files in accordance with the commander's guidance. Generally, tactical echelons create primary data files, based on the threat, terrain and weather, and civil considerations. Strategic and operational echelons create data files based on the commander's operational requirements.

4-12. All-source analysts ensure that relevant information is incorporated into the common database and the unit Web page. This information becomes the basis for providing intelligence support for developing deployment readiness training on the operational environment. This information is used to develop Soldier predeployment packages. It helps identify the specific types of threats; threat equipment (including vehicles and weapons); threat tactics, techniques, and procedures (TTP); and civil considerations that Soldiers can expect to encounter when deployed. This information can be used to incorporate simulations or replications of these factors into predeployment training exercises or mission rehearsal exercises to provide the most realistic and relevant training possible.

4-13. Many factors can drive the requirement to update the baseline knowledge. These factors can include current operations, higher echelon operations, and intelligence analyses or assessments. Additional considerations include such factors as updates based on elections or key local leadership changes in the projected AO, changes to local infrastructure, and events outside the unit's projected AO that may impact operations within the projected AO. After the data files are created, the data, information, intelligence, products, and material obtained are organized and refined to support planning based on the commander's guidance.

4-14. Generate intelligence knowledge is also the basis for developing a unit's initial intelligence survey. By performing the generate intelligence knowledge activity, the intelligence staff continues to gather, categorize, and analyze information on relevant aspects of the projected AO, continually adding new information and updating and refining their understanding of the projected AO.

4-15. During a deployment, a unit's information databases become a source of information for follow-on units as they generate intelligence knowledge during Army force generation (ARFORGEN). During and after deployment, the generate intelligence knowledge continuing activity also supports tactical overwatch and the collection of lessons learned.

Operational and Mission Variables Analysis

4-16. Generally, analysis focused at the broad scope of the operational environment uses the operational variables (PMESII-PT). Analysis focused on the conduct of a specific mission uses the mission variables (METT-TC). However, analysts at all echelons use the appropriate analytical constructs—which may include a combination of the operational and mission variables—required to support operations, based on the commander's guidance.

4-17. IPB primarily supports the running estimate and the military decisionmaking process (MDMP). Although Army forces use METT-TC as the framework for IPB and mission analysis, intelligence Soldiers can draw relevant information from analysis of the operational variables and other analytical constructs, depending on the scope of the IPB being conducted. IPB is broadly focused when preparing for mission analysis before receipt of the mission and the projected or actual AO. IPB becomes more focused on receipt of the mission.

Intelligence Survey Development

4-18. Developing the intelligence survey is a process that assists intelligence officers in identifying ISR asset collection capabilities and limitations within the projected AO for potential employment in support of force generation. Developing the intelligence survey requires five steps:

- Develop comprehensive information, collection capability, and analytical baselines for the projected AO.
- Determine key intelligence gaps.
- Determine key gaps in analytical and ISR collection capabilities.
- Develop an understanding of the information and intelligence that can be collected with unit intelligence assets and, when appropriate, ISR assets in the projected AO, and how and where it may best be collected.
- Determine a method of understanding when changes to the information, collection capability, or analytical baselines occur that are of significance or intelligence interest.

4-19. The intelligence survey is developed over time and continuously updated. It provides the unit intelligence officer with an initial assessment that forms the basis for recommending intelligence asset apportionment and the best use of the unit's intelligence assets within the projected AO. It takes into account technical and tactical considerations across all disciplines. For example, one portion of the projected AO may be unsuited for unit signals intelligence (SIGINT) asset collection due to terrain or lack of threat transmitters. The same area may be well suited for human intelligence (HUMINT) collection teams (HCTs). The intelligence officer may recommend to the commander that unit SIGINT collection assets not be deployed to that area and that additional HCTs would be a valuable source of intelligence collection in that same area.

4-20. This assessment includes determining what nonstandard ISR assets, including quick reaction capabilities and off-the-shelf capabilities and systems, are available. Additionally, when reviewing concept plans and operation plans (OPLANs), intelligence officers use the intelligence survey to update the plan based on new technologies, capabilities, or sources of information and intelligence.

4-21. The intelligence survey also assists in determining what communication capabilities will be required for projected intelligence operations and addresses any apparent gaps in intelligence standing operating procedures (SOPs). Additionally, the intelligence survey is the basis for determining what additional or specialized intelligence assets the unit may require.

ANALYZE

4-22. **Analysis is the process by which collected information is evaluated and integrated with existing information to produce intelligence that describes the current—and attempts to predict the future—impact of the threat, terrain and weather, and civil considerations on operations.** The intelligence staff analyzes intelligence and information about the threat's capabilities, friendly vulnerabilities, and all other relevant aspects of the AO and area of interest to determine how they will impact operations. The intelligence staff must also analyze and identify issues and problems that occur during the unit's intelligence process. One example of this could be focusing on the wrong priority or assets that are unable to collect required information. This analysis enables the commander and staff to determine the appropriate action or reaction and to focus or redirect assets and resources to fill information gaps, mitigate collection limitations, or alleviate pitfalls. (See TC 2-33.4 for doctrine on intelligence analysis.)

4-23. Analysis occurs at various stages throughout the intelligence process. Leaders at all levels conduct analysis to assist in making many types of decisions. An example is a HUMINT collector's analyzing an intelligence requirement to determine the best possible collection strategy to use against a specific source.

4-24. Analysis in requirements management is critical to ensuring the information requirements receive the appropriate priority for collection. The intelligence staff analyzes each requirement—

- To determine its feasibility, whether or not it supports the commander's intent.
- To determine the best method of satisfying the information requirements.
- To determine if the collected information satisfies requirements.

4-25. During the produce step, the intelligence staff analyzes information from multiple sources to develop all-source intelligence products. The intelligence staff analyzes information and intelligence to ensure the focus, prioritization, and synchronization of the unit's intelligence production effort is in accordance with the PIRs.

4-26. In situation development, the intelligence staff analyzes information to determine its significance relative to predicted threat courses of action (COAs) and the CCIRs (PIRs and FFIRs). Through predictive analysis, the staff attempts to identify enemy activity or trends that present opportunities or risks to the friendly force. They often use the indicators developed for each threat COA and CCIRs (PIRs and FFIRs) during the MDMP as the basis for their analysis and conclusions.

ASSESS

4-27. *Assessment* is the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation (FM 3-0). Assessment plays an integral role in all aspects of the intelligence process. Assessing the situation and available information begins upon receipt of the mission and continues throughout the intelligence process. The continual assessment of intelligence operations and ISR assets, available information and intelligence, and the various aspects of the AO, are critical to—

- Ensure the CCIRs (PIRs and FFIRs) are answered.
- Ensure intelligence requirements are met.
- Redirect collection assets to support changing requirements.
- Ensure operations run effectively and efficiently.
- Ensure proper use of information and intelligence.
- Identify enemy efforts at deception and denial.

4-28. The assess step plays a critical role in evaluating the information collected during the intelligence process. The continual assessment of reconnaissance and surveillance and of available information and intelligence (expressed in terms of the mission variables) are critical to ensure that the intelligence staff—

- Answers the CCIRs.
- Provides the operations staff with input to redirect ISR assets in support of changing requirements.
- Makes effective use of information and intelligence.

4-29. During planning, the intelligence staff conducts a quick initial assessment of the unit's intelligence posture and holdings, status of intelligence estimates, and any other available intelligence products. From this assessment, the commander issues initial guidance and a warning order (WARNO).

4-30. During execution, the intelligence staff continues assessing the effectiveness of the ISR effort while simultaneously assessing the results and products derived from the ISR synchronization effort. The critical aspects of assessment include determining whether—

- The CCIRs have been answered.
- The CCIRs are still likely to be answered with the current reconnaissance and surveillance.
- ISR synchronization and integration account for and reflect changes to the CCIRs.
- ISR activities are adjusted for changes to the operational environment.

4-31. This type of assessment requires sound judgment and a thorough knowledge of friendly military operations, characteristics of the AO and area of interest, and the threat situation, doctrine, patterns, and projected COAs.

DISSEMINATE

4-32. *Disseminate*, an information management activity, is to communicate relevant information of any kind from one person or place to another in a usable form by any means to improve understanding or to initiate or govern action (FM 6-0). For the intelligence warfighting function, the purpose of dissemination is to ensure that users receive the information and intelligence that they require to support operations. Access to unit information and intelligence may be available across many echelons. Each echelon with access to information may perform analysis on that information, based on their resources and their requirements, and then ensure that their analysis is properly disseminated. Disseminate includes direct dissemination; granting access to databases, information, or intelligence; and sharing. It also encompasses posting information to the appropriate Web sites, intelligence reach, and updating the common operational picture (COP). Determining the product format and selecting the means to deliver it are key aspects of dissemination. The information and intelligence must be timely, relevant, accurate, predictive, and tailored intelligence to the commander and other users.

4-33. Successful operations at all levels require increased demands on the intelligence warfighting function. Timely and accurate dissemination of intelligence is key to the success of operations. Commanders must receive combat information and intelligence products in time and in an appropriate format to support decisionmaking. To achieve this, the commander and staff must establish and support a seamless intelligence architecture—including an effective dissemination plan—across all echelons to ensure information and intelligence (product and data access) flow efficiently to all those who need them. Intelligence and communications systems continue to evolve in their sophistication, application of technology, and accessibility to the commander. Their increasing capabilities also create an unprecedented volume of information available to commanders at all echelons. The commander and staff must have a basic understanding of these systems and their contribution to the intelligence warfighting function. The Distributed Common Ground System-Army (DCGS-A) enterprise is the primary method for providing intelligence products to users.

Direct Dissemination

4-34. Information presentation may be in a verbal, written, interactive, or graphic format. The type of information, time allocated, and commander's preferences all influence the information format. DCGS-A provides a common backbone for the dissemination of intelligence. Answers to CCIRs for the commander, subordinate commanders, and staff require direct dissemination.

4-35. A dissemination plan can be a separate product or integrated into existing products, such as the ISR synchronization tools, the decision support template, or decision support matrix.

Granting Access

4-36. Properly managing access to databases, information, or intelligence ensures that personnel, units, or organizations that need all or part of the information can obtain the information they need. Information resides in established classified and unclassified databases, programs, networks, systems, and other Web-based collaborative environments maintained by national agency, multinational, joint, and Army organizations or echelons. Granting access is governed by—

- Applicable national agencies.
- Multinational, joint, and Army regulations, policies, and procedures for personnel accesses and clearances.
- Individual system accreditation.
- Specialized training for clearances and systems or database usage.
- Special security procedures and enforcement.

4-37. The intelligence staff must identify users who will require access to protected unit intelligence Web sites, Web postings, data files, and databases. The staff must ensure users are granted the appropriate accesses. The intelligence staff also processes requests from individuals, organizations, or agencies outside the unit who may require access to unit intelligence Web sites, Web postings, data files, or databases, and grant the appropriate level of access to ensure optimal information sharing and continuity of operations.

4-38. The intelligence staff must ensure that all accesses granted conform to the appropriate U.S. law, DOD regulations, classification guidelines, and security protocols. (See AR 380-28 [C], DHE-M 3301.001 [S], DIAM 58-11 [S/NF].)

Sharing

4-39. Sharing is primarily the result of establishing a Web-based collaborative environment. Collaboration includes the sharing of knowledge, expertise, and information, normally online. Collaboration may take many forms. Collaborative tools include computer-based tools that help individuals work together and share information. They allow for virtual online meetings and data sharing. Sharing allows analysts, other intelligence personnel, and other subject matter experts to freely exchange information and intelligence to assist in answering their commander's requirements. The intelligence staff must identify the most effective methods to share intelligence with all required users. Sharing applies specifically to multinational partners, who are unable to access U.S. information systems or data files. Some users may require hardcopy printouts of new or updated intelligence; some may simply need to access the unit intelligence Web page; and some may simply require access to specific unit databases.

Posting

4-40. Information may be posted to military Web sites for the widest possible dissemination. This makes the information available to personnel and units interested in the information or intelligence, which is not part of the normal dissemination group for a unit or organization. When posting information to the Web or updating information on their Web site, it is critical that units or organizations inform higher, subordinate, and lateral units or organizations that may require this information. Units rarely have enough personnel to dedicate a Soldier to continuously search Web sites for new or updated information that may be of use to

that unit or organization. The intelligence staff must regularly review posted information to ensure that it remains valid, relevant, and has not become outdated.

Intelligence Reach

4-41. Intelligence reach is an important part of the intelligence effort. It allows intelligence analysts to retrieve existing information, intelligence products, and data that can support answering the CCIRs from outside the unit, in a timely manner, without waiting for an answer to a request for information (RFI) or an ISR task. The information, intelligence products, or data retrieved can then be evaluated for use in the unit's intelligence products or analysis.

Updating the Common Operational Picture

4-42. As required by unit SOPs, new or updated intelligence information must be regularly inputted in the COP to provide the most current picture. The *common operational picture* is a single display of all relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command (FM 3-0). It is conveyed through reports, automatic updates, and overlays common to all echelons and digitally stored in a common database. The COP facilitates battle command through collaborative interaction and real-time sharing of information between commanders and staffs. The intelligence portions of the COP are those messages and overlays relating to threat, terrain and weather, and civil considerations sent to the common database from intelligence organizations at various echelons, and combat information transmitted from individual Soldiers and platforms. The intelligence officer monitors the common database to ensure it reflects the most current information and intelligence available. The intelligence staff must regularly provide updated intelligence to the COP, in accordance with unit SOPs, to support the commander's and staff's situational awareness.

Dissemination Methods and Techniques

4-43. There are numerous methods and techniques for disseminating information and intelligence. The appropriate technique in any particular situation depends on many factors such as capabilities and mission requirements. Possible dissemination methods and techniques include—

- Direct electronic dissemination (a messaging program).
- Dissemination via chat rooms.
- Instant messaging.
- Web posting.
- Printing the information and sending it via courier.
- Putting the information on a compact disc and sending it to the recipient.

4-44. Intelligence officers must plan methods and techniques to disseminate information and intelligence when normal methods and techniques are unavailable. For example, information and intelligence can be disseminated using liaisons or regularly scheduled logpacks as long as any classified information is properly protected.

Dissemination Procedures

4-45. Intelligence officers and personnel at all levels assess the dissemination of intelligence and intelligence products. Disseminating intelligence simultaneously to multiple recipients is one of the most effective, efficient, and timely methods, and can be accomplished through various means—for example, push or broadcast. However, within the current tactical intelligence architecture, reports and other intelligence products move along specific channels. The staff helps streamline information distribution within these channels by ensuring dissemination of the right information in a timely manner to the right person or element. There are three channels through which commanders and their staffs communicate:

- Command channel.
- Staff channel.
- Technical channels.

Command Channel

4-46. The command channel is the direct chain-of-command link used by commanders or authorized staff officers for command-related activities. Command channels include command radio nets, video teleconferences, and the Maneuver Control System.

Staff Channel

4-47. The staff channel is the staff-to-staff link within and between headquarters. The staff uses the staff channel for control-related activities. Through the staff channel, the staff coordinates and transmits intelligence, controlling instructions, planning information, and provides early warning information and other information to support command and control. Examples of staff channels include the operations and intelligence radio net, telephone, the staff huddle, video teleconference, and the warfighting function-specific components of DCGS-A, which provide information and intelligence to the rest of the intelligence architecture.

Technical Channels

4-48. Staffs typically use technical channels to control specific activities. These activities include fire direction and the technical support and sensitive compartmented information (SCI) reporting channels for intelligence dissemination and reconnaissance and surveillance. The SIGINT tasking and reporting radio net, intelligence broadcast communications, and the wide area networks supporting single intelligence discipline collection, processing, and production are examples of technical channels.

Presentation Techniques and Procedures

4-49. The staff’s objective in presenting information is providing the commander with relevant information. The presentation method is based on the commander’s guidance. Table 4-1 lists the three general methods that the staff uses to present information and meet its information objective. Specific techniques include METT-TC, PMESII, and PMESII-PT. DCGS-A contains standard report formats, maps, and mapping tools that assist the staff in presenting information in written, verbal, and graphic form. Audio and video systems, such as large format displays and teleconferencing systems, enable the staff to use a combination of the methods in multimedia presentations.

Table 4-1. Presentation methods and products

| <i>Method</i> | <i>Products</i> |
|-------------------|---|
| Written narrative | Reports, estimates, and studies |
| Verbal narrative | Briefings (information, decision, mission, and staff) |
| Graphic | Charts, overlays, and electronic displays |

THE INTELLIGENCE PROCESS STEPS

4-50. The four steps discussed below are the core of the intelligence process and recur continuously throughout the operations process.

PLAN

4-51. The plan step consists of the activities that identify pertinent information requirements and develop the means for satisfying those requirements, meeting the commander’s desired end state. The CCIRs (PIRs and FFIRs) drive the ISR effort. The intelligence officer synchronizes the ISR plan and supports the operations officer in ISR integration. Planning activities include but are not limited to—

- Conducting IPB and preparing IPB products and overlays.
- Developing the initial intelligence running estimates or briefings (usually as part of the mission analysis briefing). These should include initial PIRs as well as threat strengths and vulnerabilities that friendly forces should avoid or exploit.
- Synchronizing the ISR effort:
 - Identifying pertinent information and intelligence requirements in coordination with the operations officer.
 - Managing requirements.
 - Submitting RFIs and using intelligence reach to fill information gaps.
 - Evaluating reported information.
 - Establishing the intelligence communications and dissemination architecture.
 - Developing, managing, and revising the ISR synchronization tools and the ISR plan as mission requirements change.
- Supporting the preparation of Annex B (Intelligence), and assisting the S-3 in completing Annex L (Intelligence, Surveillance, and Reconnaissance) of the OPLAN or operation order (OPORD).
- Assessing the situation.
- Assisting the operations officer with updating the ISR plan.

4-52. Intelligence officers must ensure that they are working closely with operations officers on the ISR plan and that both are working from the same intelligence baseline. The commander's intent, planning guidance, and CCIRs (PIRs and FFIRs) drive the planning of intelligence operations. Planning, managing, and coordinating these operations are continuous activities necessary to obtain information and produce intelligence essential to decisionmaking.

Coordinate

4-53. Staff and leaders coordinate with various organizations to ensure the necessary resources, such as linguist support (see appendix B), information, intelligence, training, and procedures are in place to facilitate effective intelligence operations.

Coordination for and Management of Movement of ISR Assets

4-54. All ISR assets at one time or another will coordinate for movement through or near another unit's AO. To avoid fratricide, ISR elements must coordinate with units, operations officers, intelligence officers, and each other. ISR elements must also coordinate with appropriate staff elements to establish no-fire areas and/or other fire support coordination measures around ISR assets, airspace control measures, and appropriate weapons control status (in reference to aerial ISR assets).

Coordination for and Management of Information and Intelligence

4-55. The intelligence staff must prepare and practice coordination and management with personnel from all military intelligence (MI) units, non-MI units, other Service components, and multinational organizations that may contribute to or facilitate the ISR effort. This coordination enables the intelligence officer to share and update databases, information, and intelligence and ensures connectivity with those organizations. All units are sources of relevant information regarding the enemy and other aspects of the AO.

Liaison

4-56. In order to coordinate, synchronize, and integrate operations; exchange information and intelligence; move through certain areas; and ensure protection, it may be necessary to establish a liaison officer with many different elements, organizations, and the local population and institutions of the country where friendly forces are conducting operations. This includes the local police, town officials, foreign military forces, and political and other key figures within the AO. Operations may also necessitate coordination,

synchronization, and integration with other U.S. and multinational forces—such as the International Security Assistance Force, the International Police Task Force, Organization for Security and Cooperation in Europe, and Defense HUMINT. (See FM 6-0 for more information on liaison duties.)

Movement

4-57. When conducting movement through other unit's AOs, MI units must first conduct detailed coordination with the unit that has been assigned the AO through which the MI unit is moving. Detailed coordination will identify key operational limitations and provide the moving unit with coordination measures for the AO—such as no fire areas, target reference points, call signs and passwords, and casualty evacuation procedures. Proper management ensures ease of movement and safe passage of friendly forces through an area. Properly coordinated movement minimizes the risk of fratricide.

Planning Considerations for the Intelligence Warfighting Function

4-58. The intelligence warfighting function is a unified system that anticipates and satisfies intelligence needs. Commanders ensure its proper employment by clearly articulating intent, designating CCIRs (PIRs and FFIRs), and prioritizing targets. However, commanders must understand the limitations of the intelligence warfighting function to preclude unrealistic expectations of the system. The following are intelligence warfighting function considerations:

- Intelligence only reduces uncertainty in the AO; it does not eliminate it entirely. The commander will always have to determine the presence and degree of risk involved in conducting a particular mission.
- The intelligence warfighting function is composed of finite resources and capabilities. Intelligence systems and Soldiers trained in specific ISR skills are limited in any unit. Once lost to action or accident, these Soldiers and systems are not easily replaceable; for some, it may not be possible to replace them during the course of the current operation. The loss of Soldiers and equipment can result in the inability to detect or analyze enemy actions. The loss of qualified language-trained Soldiers, especially Soldiers trained in low-density languages or skills, could adversely affect intelligence operations as well.
- In order to effectively and efficiently provide timely, relevant, accurate, predictive, and tailored intelligence, the intelligence warfighting function must have adequate communications equipment, capacity, and connectivity. Commanders and intelligence officers must ensure communications support to intelligence has the appropriate priority.
- Commanders and intelligence officers cannot expect higher echelons to automatically send all they need. While intelligence reach is a valuable tool, the push of intelligence products from higher echelons does not relieve subordinate staffs from conducting detailed analysis specific to their own requirements. Nor can they expect products pushed to them to be at the level of detail they require. Using the DCGS-A enterprise, commanders and intelligence officers must focus higher echelons by clearly articulating and actively collecting against their own intelligence requirements. By providing higher echelons with a clear picture of the required intelligence products, commanders can also narrow the flow of intelligence and information and preclude being overwhelmed by too much information.

4-59. Commanders should be aware that intelligence collection is enabled by and subject to laws, regulations, and policies to ensure proper conduct of intelligence operations. While there are too many to list, categories of these legal considerations include United States Codes, Executive orders, National Security Council intelligence directives, Army regulations, U.S. SIGINT directives, status-of-forces agreements (SOFAs), rules of engagement (ROE), and other international laws and directives.

ISR Planning Considerations

4-60. ISR planning consists of two significant staff processes—ISR synchronization and ISR integration. ISR synchronization is the responsibility of the intelligence officer and the intelligence staff. The operations officer is responsible for ISR integration with the support of the intelligence officer. ISR

synchronization involves the entire staff and all of the warfighting functions. All staff sections within a command post have the responsibility to satisfy information requirements. Satisfying information requirements through staff element coordination facilitates ISR planning by eliminating the necessity to task an asset to collect information that another unit or asset already observed in the course of operations. The commander may designate an ISR working group; however, the primary staff's responsibilities cannot be delegated.

4-61. When planning, preparing, executing, and assessing reconnaissance and surveillance, the intelligence staff must strive to achieve maximum effectiveness and efficiency. The intelligence staff considers six essential criteria to conduct ISR synchronization:

- Anticipate.
- Coordinate.
- Prioritize.
- Balance.
- Reach.
- Control.

Anticipate

4-62. The intelligence officer must recognize when and where to shift collection or identify new intelligence requirements. The intent of this criteria is to identify a new or adjust an existing requirement and present it to the commander before the commander or other staff members identify the need. By participating in the operations processes, intelligence officers can best anticipate requirements.

Coordinate

4-63. The intelligence staff must coordinate and collaborate with all staff sections and higher headquarters and subordinate and adjacent units in order to continuously synchronize the ISR plan. The intelligence staff must be engaged in the unit's planning and orders-production activities to ensure early identification of intelligence requirements. The intelligence staff must also be integrated into the combat information reporting and battle tracking of current operations to anticipate the need for dynamic or ad hoc ISR taskings. Early and continuous consideration of ISR planning factors—

- Enhances the unit's ability to direct ISR assets in a timely manner to support developing situations.
- Ensures thorough planning.
- Increases flexibility in selecting and retasking assets.

Prioritize

4-64. The ISR process begins with the CCIR. Then intelligence officers prioritize each validated intelligence requirement—based on its importance in supporting the commander's intent and decisions as well as the current situation—so that low-density/high-demand ISR assets and resources are directed against the most critical requirements.

Balance

4-65. Balance is simply achieving maximum efficiency using an appropriate mix of disciplines, ISR assets, and resources to satisfy as many competing intelligence requirements as possible. It also means that the intelligence staff should resist favoring or becoming too reliant on one particular unit, discipline, or system. Balance involves using a combination of redundancy, mix, and cueing of a variety of ISR capabilities to complement each other:

- **Redundancy** is achieved using several same-type ISR assets to cover the same named area of interest (NAI).
- **Mix** means planning for complementary coverage by combining assets from multiple units and intelligence disciplines designed to increase the probability of collection success and reduce the chances of successful threat deception.
- **Cueing** involves the use of one or more sensors to provide data resulting in the use of another system to conduct collection.

Reach

4-66. When recommending the ISR task assignments, the intelligence officer must first determine whether higher or other organizations' ISR tasks will reliably answer the unit's requirements. If higher or other organizations' ISR tasks can reliably answer the unit's requirements, the intelligence officer can use intelligence reach and RFIs to answer initial information requirements without having to use the echelon's ISR assets. Intelligence, which is confirmed by more than one intelligence discipline, is generally preferred over single-source reporting. Based on a number of potential intelligence vulnerabilities, a unit should not depend solely on intelligence reach to satisfy a PIR.

Control

4-67. If higher or other organization's ISR tasks cannot reliably answer the CCIRs, the intelligence officer recommends tasking organic, assigned, attached, and operational control (OPCON) ISR assets to ensure timely and effective collection as well as overall synchronization. These assets are more responsive to the commander's needs and can be balanced with other resources. ISR assets belonging to other units, agencies, or organizations may have limited availability and are likely to receive differing priorities from their respective commanders. Information gathered by other ISR resources is harder to verify and correlate with information collected by organic assets.

Additional Considerations

4-68. The staff must carefully focus ISR plans on answering the CCIRs (PIRs and FFIRs) and enable the quick retasking of units and assets as the situation changes. ISR synchronization includes continually identifying new and partial intelligence gaps. This ensures that the developing threat situation, not only the OPLAN, "drives" reconnaissance and surveillance. Specifically, intelligence officers—

- Evaluate ISR assets for suitability (availability, capability, vulnerability, and performance history) to execute ISR tasks and make appropriate recommendations on asset tasking to the operations officer.
- Assess ISR collection against CCIRs (PIRs and FFIRs) to determine the effectiveness of the ISR plan. They maintain situational awareness to identify gaps in coverage and to identify the need to cue or recommend redirecting ISR assets to the operations officer.
- Update the ISR synchronization tools as requirements are satisfied, modified, or created. They remove satisfied requirements and recommend new requirements as necessary.
- In coordination with operations staff, monitor satisfactory completion of ISR tasks from higher headquarters. Operations officers integrate the updated synchronization plan into orders tasking ISR assets.

4-69. ISR synchronization requires constant coordination between the current operations, intelligence, and plans cells within an organization. The entire staff participates in ISR planning. The intelligence officer is the lead for ISR synchronization. The operations officer creates the ISR plan.

4-70. ISR integration is vital in controlling limited ISR assets. Thoroughly integrated ISR activities add many collection resources, multiplying the potential for all-source collection of information. All ongoing ISR activities contribute to updating the ISR plan.

4-71. FMI 2-01 describes the ISR synchronization process in detail.

Requirements and Information Priorities

4-72. A *commander's critical information requirement* is an information requirement identified by the commander as being critical to facilitating timely decisionmaking. The two key elements are friendly force information requirements and priority intelligence requirements (JP 3-0).

4-73. A CCIR directly influences decisionmaking and facilitates the successful execution of military operations. Commanders decide whether to designate an information requirement as a CCIR based on likely decisions and their visualization of the operation. A CCIR may support one or more decisions. The list of CCIRs constantly changes. Commanders add and delete individual requirements throughout an operation based on the information needed for specific decisions.

4-74. For intelligence purposes, there are three types of requirements that result from ISR synchronization—PIRs, intelligence requirements, and information requirements. Each requirement is broken down into discrete pieces to answer that requirement. These pieces are referred to as indicators and specific information requirements (SIRs), which facilitate the answering of the requirements. The indicators and SIRs are used by ISR planners to develop the ISR plan. Figure 4-3 shows the process of developing requirements and integrating them into the ISR process.

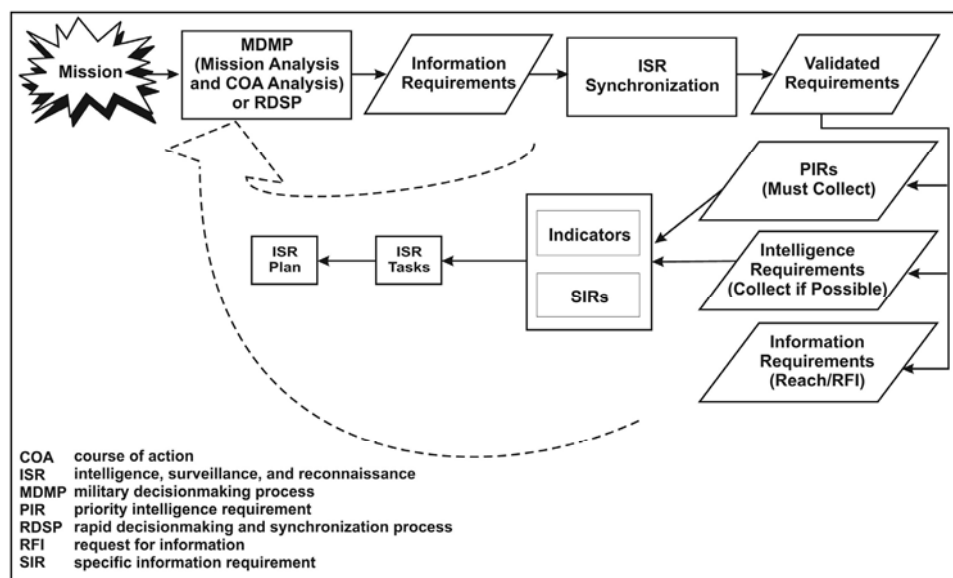


Figure 4-3. Requirements development and integration into the ISR process

4-75. The three types of validated information requirements are ordered in the following hierarchical structure for purposes of assigning ISR tasks:

- PIR.
- Intelligence requirement.
- Information requirement.

Priority Intelligence Requirement

4-76. A PIR is an intelligence requirement, stated by the commander as a priority for intelligence support, which the commander needs to support decisionmaking and to understand the area of interest or the threat. The intelligence officer manages PIRs for the commander, but the PIRs belong solely to the commander. All staff sections may recommend requirements that may become PIRs. PIRs are selected as part of the process of identifying CCIRs during mission analysis; they, along with FFIRs, are updated as part of updating the CCIRs throughout the operation. PIRs have first priority in collection assets tasked to their collection.

Intelligence requirement

4-77. Joint doctrine defines an *intelligence requirement* as 1. Any subject, general or specific, upon which there is a need for the collection of information, or the production of intelligence. 2. A requirement for intelligence to fill a gap in the command's knowledge or understanding of the operational environment or threat forces (JP 2-0). For purposes of the Army intelligence warfighting function and ISR synchronization, an **intelligence requirement is a type of information requirement developed by subordinate commanders and the staff (including subordinate staffs) that requires dedicated ISR collection for the elements of threat, terrain and weather, and civil considerations.** Intelligence requirements must be answered to facilitate operations. They require ISR collection assets to be assigned for their collection, second in priority to PIRs.

Information requirements

4-78. *Information requirements* are all information elements the commander and staff require to successfully conduct operations; that is, all elements necessary to address the factors of METT-TC (FM 6-0). For the purposes of the intelligence warfighting function and ISR synchronization, validated information requirements are requirements that fill a gap in knowledge and understanding of the area of interest (terrain and weather, and civil considerations) or the threat. After validated requirements are identified and the ISR plan is completed, there may be additional information requirements that support the development of situational understanding, answer gaps in the COP, and provide additional details required for analysis. These are information requirements that do not require collection by ISR assets to be answered. The staff answers these requirements through intelligence reach, RFIs, or dissemination.

PREPARE

4-79. Preparation is the key to successful intelligence analysis and collection. Intelligence analysts must use the previous step to prepare products for the commander and staff for orders production and the conduct of operations. Failure to properly prepare for intelligence collection and the development of intelligence products can cause an operation to be focused on the wrong location or objective or on a misrepresented enemy force. Thorough preparation by the staff allows the commander to focus the unit's combat power to achieve mission success. The prepare step includes those staff and leader activities that take place upon receiving the OPORD, OPLAN, WARNO, or commander's intent to improve the unit's ability to execute tasks or missions and survive on the battlefield. For intelligence units, these activities include—

- Conducting necessary coordination link-up movements, staging, terrain deconfliction, and terrain reconnaissance in accordance with the OPORD, mission variables (METT-TC), and unit SOPs.
- Verifying fire support, casualty evacuation, fratricide avoidance, airspace coordination, and coordination measures and procedures.
- Establishing and testing the intelligence architecture. This activity includes complex and technical issues like hardware, software, communications, communications security materials, network classification, technicians, database access, liaisons, training, funding, and TTP.
- Establishing intelligence team cohesiveness. This activity includes—
 - Knowing different unit's and organization's capabilities.
 - Training the necessary collective skills.
 - Establishing effective relationships with different units and organizations.
 - Developing mutual battle rhythms and TTP.
 - Leveraging the right architectures and collaboration tools.
- Coordinating effective analytic collaboration. This activity is necessary to maximize the complementary analytic capabilities of different units and organizations that produce intelligence within the same joint operations area (JOA). Coordinating this collaboration is an effort-intensive activity that requires careful mutual planning, division of labor, defined responsibilities, and procedures for adapting to changing circumstances as they develop.

- Establishing reporting procedures.
- Updating IPB, the intelligence estimate, the intelligence running estimate, and ISR synchronization.
- Producing intelligence estimates.
- Ensuring staff and personnel are trained. Otherwise, the leader must evaluate the risk they bring to the operation.
- Planning refinement, brief-backs, SOP reviews, and rehearsals, and coordinating with various elements and organizations.
- Establishing other troop-leading procedures or coordination, as necessary, in accordance with mission variables (METT-TC).

Intelligence Officer Preparation Activities

4-80. The intelligence officer takes numerous steps before mission execution to ensure intelligence operations run smoothly and effectively within the staff section. These steps include but are not limited to—

- Conducting rehearsals (at a minimum communications, intelligence production, ISR, and unit rehearsals).
- Reviewing and updating available databases and IPB products.
- Reviewing applicable SOPs, Army regulations, Department of the Army pamphlets, field manuals, and ROE for guidance in conducting intelligence operations.
- Planning and practicing actions supporting likely contingencies, or the branches or sequels to an operation.
- Verifying coordination measures are still in effect.
- Conducting essential training (individual and collective) that is realistic and tied to the mission.
- Verifying communications protocols with theater and higher headquarters and subordinate and lateral units.
- Updating intelligence databases.
- Updating the forces with the most recent intelligence on the AO immediately before mission execution.

Inspections

4-81. Once all required equipment and support materials are acquired, staff and leaders must conduct inspections to ensure that the unit and Soldiers are prepared to conduct their mission. It is crucial that staff and leaders check to verify that procedures, personnel, equipment, and services are in place and ready for mission execution. Leaders can only expect what they inspect.

Rehearsals

4-82. Rehearsals help units prepare for operations by either verifying that provisions and procedures are in place and functioning or identifying inadequacies, which staff and leaders must remedy. They allow participants in an operation to become familiar with and to translate the plan into specific actions that orient them to their environment and other units when executing the mission. Rehearsals also imprint a mental picture of the sequence of key actions within the operation and provide a forum for subordinate and supporting leaders and units to coordinate. When possible, rehearse on the actual terrain.

Communications

4-83. Staff and leaders must work closely with the G-6/S-6 to coordinate for the required communication links. The unit may require classified and unclassified network connections for their equipment. If elements of the unit will be working outside the range of the unit's communications systems, then it is necessary to coordinate for global or extended range communications. Leaders must obtain the required type and

amount of communications equipment and related components as well as the latest fills and frequencies. They must possess and be familiar with all the instructions, passwords, policies, regulations, and directives conducive to OPSEC. They must also ensure Soldiers are trained in the use and procedures involved in operating communications equipment. The intelligence officer must verify the frequencies, alternate frequencies, and reactions during jamming, as well as the latest time information is of value for specific information to be reported.

Situation Updates

4-84. Staff preparation includes assembling and continuously updating estimates. For example, continuous IPB provides accurate situational updates for commanders. The G-2/S-2 uses the DCGS-A enterprise and automated tools to continuously integrate information and intelligence products, from subordinate intelligence officers and supporting ISR organizations, to update the threat situation, terrain and weather, and civil considerations.

Intelligence Handoff

4-85. Intelligence handoff may occur in three primary situations—when handing over a mission (during relief in place or transition of authority), when handing off targets, or when handing off technical channels for intelligence assets. A well-prepared intelligence handoff ensures a smooth and seamless transition between units. It is important that the receiving unit becomes familiar with the operation, target, or technical channels requirements as soon as possible to avoid compromising the intelligence production and flow of the mission. The following are points to consider during an intelligence handoff:

- Briefings and reports (learn what briefings are required and when, as well as report formats and requirements, to include technical requirements).
- Past, present, and planned activities within the area of influence.
- Established SOPs (know procedures for reporting; intelligence contingency funds and incentive use if applicable; emplacement and use of ISR equipment).
- Key personalities (introductions are required; establish rapport and a good working relationship with all key personalities):
 - Key personnel on the base or camp (their responsibilities; how to contact them).
 - Key personnel in other U.S. and multinational service components (coordinate for exchange of information and intelligence).
 - Key personalities from surrounding towns (local figures).
 - Key national-level political and military figures.
- Supporting units (know where to go for sustenance, information, or assistance and for points of contact (POCs) within those organizations).
- Current attitudes (understand current attitudes and perspectives of the local populace).
- Equipment operation and idiosyncrasies (equipment may run on different quick reaction capabilities and off-the shelf applications; personnel may need to train on specific equipment and procedures).
- Area familiarization (identify NAIs, key terrain, minefields, and boundaries; know camp locations, routes and route names, checkpoints, and towns).
- Handover of databases (analytical, intelligence discipline databases, source registry, technical channels, and POCs).
- Close coordination for cross-boundary target handoff (complete target information when not handing off a formal target package on a target that conducts cross-boundary operations).
- The specific aspects of technical channels.

Rules of Engagement

4-86. Although ROE training was presented during the plan step of the intelligence process, leaders at all levels can take the opportunity during the prepare step to ensure their subordinates completely understand

the ROE. During this step, commanders may need to consider exceptions to, or modifications of the ROE to facilitate HUMINT and counterintelligence (CI) collection or to enable the employment of ISR assets.

COLLECT

4-87. The collect step involves collecting, processing, and reporting information in response to ISR tasks. ISR assets collect information and data about the threat, terrain and weather, and civil considerations for a particular AO and area of interest. A successful ISR effort results in the timely collection and reporting of relevant and accurate information, which supports the production of intelligence or combat information.

4-88. The collected information forms the foundation of intelligence databases, intelligence production, and the intelligence officer's situational awareness. The requirements manager evaluates the reported information for its responsiveness to the ISR tasks.

4-89. As part of the ISR plan, elements of all units obtain information and data concerning the threat, terrain and weather, and civil considerations within the AO. Well-developed procedures and carefully planned flexibility to support emerging targets, changing requirements, and the need to support combat assessment is critical. Once the information is collected, it must be processed into a form that enables analysts to extract essential information and produce intelligence and targeting data. Collected and processed information must then be reported to the appropriate units, organizations, or agencies for analysis or action.

ISR Tasks and Other Intelligence-Related Tasks

4-90. ISR synchronization and ISR integration result in an effort focused on answering the CCIRs through ISR tasks translated into orders. ISR assets must be focused properly to collect the knowledge the commander needs at the right time to achieve mission success. Successful reconnaissance and surveillance allow commanders to engage the threat through knowledge rather than assumptions.

4-91. Production tasks, included in Annex B (Scheme of Intelligence) of the OPORD, include—

- Intelligence production.
- RFI.
- Intelligence reach.

Intelligence Production

4-92. Intelligence production includes analyzing information and intelligence and presenting intelligence products, conclusions, or projections regarding the operational environment and enemy forces in a format that enables the commander to achieve situational understanding.

Request for Information

4-93. Submitting an RFI to the next higher headquarters or adjacent units is the normal procedure for obtaining intelligence information not available through the use of available ISR assets. Users enter RFIs into an RFI management system where every other system user can see it. Hence, an echelon several echelons above the actual requester becomes aware of the request and may be able to answer it. An intelligence officer who receives an RFI from a subordinate element may use intelligence reach to answer RFIs.

Intelligence Reach

4-94. Intelligence reach allows the commander to access the resources of national, joint, foreign, and other military organizations and units. Requestors can acquire information through push and pull of information, databases, homepages, collaborative tools, and broadcast services. Intelligence reach also supports distributed analysis. (See chapter 2 for more information on intelligence reach.)

Special Reconnaissance

4-95. Special reconnaissance is the complementing of national and theater intelligence collection assets and systems by obtaining specific, well-defined, and time-sensitive information of strategic or operational significance. It may complement other collection methods constrained by weather, terrain, hostile countermeasures, and/or other systems availability. Special reconnaissance places U.S. or U.S.-controlled personnel conducting direct observation in hostile, denied, or politically sensitive territory when authorized. Special operating forces (SOF) may conduct these missions unilaterally or to support conventional operations. (See JP 3-05 and FM 3-05.120 [S//NF].)

4-96. Army SOF elements conduct special reconnaissance missions to obtain information not available through other means. Special reconnaissance operations encompass a broad range of collection activities including surveillance, reconnaissance, and target acquisition. Special reconnaissance missions provide intelligence or information often unavailable through other means. Typical special reconnaissance missions include—

- Surveillance and target acquisition of hostile command and control systems, troop concentrations, long-range weapons, lines of communication, chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) capabilities, and other targets.
- Location and surveillance of hostage, enemy prisoner of war, or political prisoner detention facilities.
- Poststrike reconnaissance for battle damage assessment (BDA).
- Meteorologic, geographic, or hydrographic reconnaissance to support specific air, land, or sea operations.

Process

4-97. Once information has been collected, it is processed. Processing involves converting, evaluating, analyzing, interpreting, and synthesizing raw collected data and information into a format that enables analysts to extract essential information to produce intelligence and targeting data. Processing examples include—

- Preparing imagery for exploitation.
- Enhancing imagery.
- Translating a document from a foreign language.
- Converting electronic data into a standardized reporting format (including database formats) that can be analyzed by a system operator.
- Correlating information.

4-98. Processing data and information is performed unilaterally and cooperatively by both humans (cognitive) and automated systems. Information or intelligence relevant to the current situation is converted into the appropriate format for inclusion in the COP.

4-99. Processing converts relevant information into a form suitable for analysis, production, or immediate use. Processing includes sorting through large amounts of collected information and intelligence (multidiscipline reports from the unit's ISR assets, adjacent and higher echelon units and organizations, and non-MI elements in the AO). Processing identifies and exploits that information which is pertinent to the commander's intelligence requirements and facilitates situational understanding.

4-100. Often collection assets must collect and process their data before reporting it. MI systems have their own reporting and processing systems—with details in the appropriate MI system manuals and technical manuals. Some collection assets, particularly air reconnaissance and ground scouts, can report relevant information immediately usable by the tactical commander (for example, for targeting purposes). However, the personnel in the reporting chain still process these reports by evaluating their relevancy and accuracy. In many cases, the output of a collection asset is data or information of limited immediate use to a commander until it has been analyzed and becomes part of an intelligence product.

4-101. The intelligence staff processes information collected by the unit's assets as well as that received from higher echelons. Through intelligence reach, the intelligence staff processes many types of information and data from all of the intelligence disciplines and from the unit's ISR assets and from ISR assets outside the unit.

Reporting

4-102. The timely and accurate reporting of combat information and intelligence is critical to successful operations. Information and intelligence is delivered as voice, text, graphic, or digital media. Voice data is reported over tactical radios on the command net or operations and intelligence net. Text, graphic, and other digital media are reported over battle command network systems, including DCGS-A, and deposited in the common database, e-mail accounts, and on the unit's Web page.

4-103. The most critical information collected is worthless if not reported in a timely manner. Collectors may report information through verbal, written, graphic, or electronic means. Unit SOPs must clearly state the transmission means of different types of reports (for example, sent by satellite communications, frequency modulation [FM] radios, or by automated means). In general, the transmission of reports for threat contact and actions, CCIRs, exceptional information, and CBRNE reports is by voice FM, and then followed up with automated reports.

4-104. Commanders and staffs must remember that timely reporting, especially of threat activity, is critical in fast-moving operations. Collectors must report accurate information as quickly as possible. Commanders and staff must not delay reports for the sole purpose of editing and ensuring the correct format. This is particularly true for reporting information or intelligence that answers CCIRs.

4-105. The intelligence officer coordinates with the unit staff, subordinate and lateral commands, and higher echelon units to ensure that specific reporting assets, personnel, equipment (especially communications), and procedures are in place. The intelligence officer requests or establishes the appropriate message addresses, routing indicators, mailing addresses, and special security office security accreditation for units.

Time-Sensitive Reporting

4-106. Intelligence and time-sensitive combat information that affects the current operation is disseminated immediately upon recognition. *Combat information* is unevaluated data gathered by or provided directly to the tactical commander which, due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements (JP 1-02). *Exceptional information* is information that would have answered one of the commander's critical information requirements if the requirement for it had been foreseen and stated as one of the commander's critical information requirements (FM 6-0). The routing of combat information and exceptional information proceeds immediately in two directions—directly to the commander and through routine reporting channels, which include intelligence analysis and production elements. Time-sensitive information usually includes reports concerning threat contact and actions and CCIRs.

PRODUCE

4-107. The produce step involves combining analyzed information and intelligence from single or multiple sources into intelligence or intelligence products to answer known or anticipated requirements. The intelligence officer integrates evaluated, analyzed, and interpreted information from single or multiple sources and disciplines into finished intelligence products. As with collection operations, the intelligence officer must ensure the unit's information processing and intelligence production are prioritized and synchronized to support answering the CCIRs (PIRs and FFIRs). Production also involves combining new information and intelligence with existing intelligence to produce intelligence in a form that the commander and staff can apply to the MDMP and supports and helps facilitate situational understanding. During the produce step, the intelligence staff exploits information by—

- Analyzing the information to isolate significant elements.
- Evaluating the information to determine accuracy, timeliness, usability, completeness, precision, and reliability.
- Evaluating the information to determine if it is relevant, predictive, and properly tailored.
- Combining the information with other relevant information and previously developed intelligence.
- Analyzing or assessing the information to predict possible outcomes.
- Presenting the information in a format most useful to users.

4-108. The intelligence staff addresses numerous and varied production requirements based on PIRs and intelligence requirements; diverse missions, environments, and situations; and user format requirements. Through analysis, collaboration, and intelligence reach, the intelligence officer and the staff use the intelligence production capability of higher, lateral, and subordinate echelons to meet the commander's requirements. Proficiency in these techniques and procedures facilitates the intelligence staff's ability to answer command and staff requirements regardless of the situation.

4-109. Intelligence products must be timely, relevant, accurate, predictive, and tailored. The accuracy and detail of every intelligence product has a direct effect on how well the unit conducts operations. However, the intelligence officer and unit must use intelligence (regardless of its form) that meets the requirements, although it might not be as detailed or refined. A good answer that is on time is better than a more refined answer that is late.

4-110. The intelligence officer produces intelligence for the commander as part of a collaborative process. The commander drives the intelligence officer's intelligence production effort by establishing intelligence and information requirements with clearly defined goals and criteria. Differing unit missions and operational environments dictate numerous and varied production requirements to the intelligence officer and staff. Through the ISR synchronization tools, the intelligence officer synchronizes the information, intelligence, and PIRs with the operational timeline.

4-111. The intelligence officer and staff provide intelligence products that enable the commander to—

- Plan operations and employ maneuver forces effectively.
- Recognize potential COAs.
- Conduct mission preparation.
- Employ effective TTP.
- Take appropriate security measures.
- Focus ISR.
- Conduct effective targeting.
- Conduct assessment of intelligence production, reporting, and ongoing operations.

SECTION III – INTELLIGENCE COMMUNICATIONS ARCHITECTURE

4-112. The intelligence communications architecture transmits intelligence and information to and from various ISR elements, units, and agencies by means of automation and communication systems. The DCGS-A enterprise is the primary method for providing intelligence products to users. With the continued development of sensors, processors, and communications systems, it is increasingly important to understand the requirements of establishing effective communications architecture. The intelligence officer must identify the specific intelligence warfighting function requirements of the unit's overall communications architecture.

4-113. The following are some (but not all) of the questions that the staff must answer to establish the intelligence communications architecture:

- Where are the unit's collectors?
- What and where are the unit's processors?

- What are the information exchange rates on each network relative to the network capacity?
- Where are the unit's intelligence production elements?
- Where are the unit's decisionmakers?
- How does the unit disseminate information from its producers to its decisionmakers and/or consumers?
- How long does it take to pass certain reports and products?
- Are the systems used by the unit's collectors, producers, processors, and consumers compatible with each other? If not, what is the plan to overcome this challenge?
- How can the unit access databases and information from higher and other agencies? Are there special requirements necessary to access these databases, such as security clearance, polygraph, training, or certification?

SECTION IV – KNOWLEDGE MANAGEMENT

4-114. Knowledge management is an important part of dissemination. The right information must flow to the right users at the right time without inundating the users with either extraneous or too much information. The intelligence officer must also ensure that users do not receive the same information from the same source multiple times. Circular reporting could result in erroneous analysis by intelligence personnel or unsubstantiated decisions by commanders.

PART THREE

Multiple Intelligence Disciplines

Part Three provides a more detailed explanation of the intelligence disciplines introduced in Part One of this manual.

Chapter 5 defines and discusses the role and fundamentals of the all-source intelligence discipline.

Chapter 6 defines and discusses the role and fundamentals of the counterintelligence discipline.

Chapter 7 defines and discusses the role and fundamentals of the human intelligence discipline.

Chapter 8 discusses the geospatial intelligence discipline and its role in Army operations.

Chapter 9 defines and discusses the role and fundamentals of the imagery intelligence discipline.

Chapter 10 defines and discusses the role and fundamentals of the measurement and signature intelligence discipline.

Chapter 11 defines and discusses the role and fundamentals of the open-source intelligence discipline.

Chapter 12 defines and discusses the role and fundamentals of the signals intelligence discipline.

Chapter 13 defines and discusses the role and fundamentals of the technical intelligence discipline.

Chapter 5

All-Source Intelligence

DEFINITION

5-1. **All-source intelligence is the intelligence discipline responsible for all-source products and the processes used to produce them.** *All-source intelligence* also refers to intelligence products and/or organizations and activities that incorporate all sources of information, most frequently including human resources intelligence, imagery intelligence, measurement and signature intelligence, signals intelligence, and open-source data in the production of finished intelligence (JP 2-0).

5-2. Army forces conduct (plan, prepare, execute, and assess) operations based on the all-source intelligence assessment developed by the intelligence section. The all-source intelligence assessment is expressed as part of the intelligence estimate.

5-3. All-source intelligence operations are performed by the intelligence section. They are continuous and occur throughout the operations process and the intelligence process. Most of the products resulting from all-source intelligence are initially developed during planning, and updated as needed throughout preparation and execution based on information gained from continuous assessment.

ROLE

5-4. There is an ever-growing volume of data and information available on the operational environment from numerous sources that commanders can use to improve their situational understanding. Situational understanding enables the commander to better—

- Make decisions to influence the outcome of the operation.
- Prioritize and allocate resources.
- Assess and take risks.
- Understand the needs of the higher and subordinate commanders.

5-5. The commander depends on a skilled intelligence officer working to provide sound intelligence preparation of the battlefield (IPB) products; support the intelligence, surveillance, and reconnaissance (ISR) effort; and provide all-source intelligence analysis, including conclusions and projections of future conditions or events needed to accomplish the mission within the commander's intent.

FUNDAMENTALS

5-6. Intelligence results from the collection, processing, integration, evaluation, analysis, and interpretation of available information. This also applies to activities, which result in the product, and to the organizations engaged in such activities.

5-7. Using information from all disciplines and available sources, all-source analysts conduct analysis and produce timely, relevant, accurate, predictive, and tailored intelligence that satisfies the commander's requirements. All-source analysis provides an overall picture of the threat, terrain and weather, and civil considerations, as well as other aspects of the area of operations (AO). Thorough and disciplined all-source analysis reduces the possibility of error, bias, and misinformation through the consideration of multiple sources of information and intelligence.

PLANNING

5-8. During planning throughout the spectrum of conflict and operational themes, the intelligence staff is responsible for providing well-defined, specific all-source intelligence products and tools. The commander and staff expect and require these throughout planning, regardless of the specific process used:

- Threat characteristics.
- Threat templates and models.
- Threat course of action (COA) statements.
- Event template and event matrix.
- High-value target list (HVTL).
- Weather effects matrix.
- Modified combined obstacle overlay (MCOO) and terrain effects matrix.
- Civil considerations IPB overlays.
- Appropriate civil support products.

Note. Possible products are only limited by the intelligence staff's initiative and imagination.

5-9. The military decisionmaking process (MDMP) combines the conceptual and detailed components of planning. Commanders use it to build plans and orders for extended operations as well as to develop orders

for short-term operations within the framework of a long-range plan. The following discussion is structured around the MDMP steps because most staff members are familiar with them.

MISSION ANALYSIS

5-10. The MDMP begins with an analysis of the mission assigned by the higher headquarters. Most intelligence section actions during mission analysis facilitate the commander's situational understanding and contribute to one or more of the following tasks:

- Perform IPB.
- Maintain the intelligence running estimate.
- Update the intelligence estimate.
- Develop the initial ISR plan (in collaboration with the operations section).

5-11. Actions required to complete these tasks overlap. Thus, collaboration among intelligence staff members is essential. Additionally, the intelligence section provides intelligence input to other command post cells and elements needed to perform their tasks. Concurrently, intelligence staffs perform parallel and collaborative planning with the higher and lower echelon intelligence staffs. Doing this promotes a common situational awareness among staffs at all echelons.

5-12. A thorough mission analysis is crucial to planning. The mission analysis process and products help commanders refine their situational understanding and determine the restated mission. Accurate situational understanding enables them to better visualize the operation. There are several distinct tasks associated with mission analysis that depend on all-source intelligence operations. Generally, the intelligence portion of mission analysis is an evaluation of the following categories of relevant information—threat, terrain and weather, and civil considerations. Additionally, it includes an analysis of the higher headquarters plan or order to determine critical facts and assumptions; specified, implied, and essential tasks; and constraints that affect ISR activities. Intelligence section actions during mission analysis result in the development of an initial ISR plan, the refinement of the commander's situational understanding, and the staff refining staff running estimates based on that same understanding. To avoid misunderstanding and ensure there is a clear and common understanding of what is fact and what is assumption at this point, all-source analysts must tell the commander and staff “what they know and why they know it; what they think and why they think it; what they do not know and what they are doing about it.” This promotes critical thinking and generates the staff discussion required to formulate sound COAs for offensive, defensive, stability, and civil support operations.

Analyze the Higher Headquarters Order

5-13. Mission analysis begins with an analysis of the higher headquarters order. The unit intelligence staff focuses its analysis on determining how the higher headquarters order commander and intelligence staff view the threat. This knowledge helps shape the IPB effort. The higher headquarters order also contains information on that headquarters ISR plan and available ISR assets. This information contributes to ISR synchronization.

Perform Initial Intelligence Preparation of the Battlefield

5-14. The intelligence officer leads the staff through IPB. The other staff sections assist the intelligence section in developing the IPB products required for planning. IPB starts immediately upon receipt of the mission, is refined throughout planning, and continues during preparation and execution based on continuous assessment of operations. The following describes the primary results of IPB that support mission analysis. (See FM 2-01.3 for the IPB steps.)

Evaluate Military Aspects of the Terrain

5-15. Utilizing the topographic team, analysts conduct a detailed terrain analysis of the AO focused on natural and manmade features that may affect operations. The analyst briefs the commander and staff on the effects the terrain may have on both friendly and threat forces in terms of the military aspects of

terrain—observation and fields of fire, avenues of approach, key terrain, obstacles, cover and concealment (OAKOC). The analyst also briefs what effect the weather will have on terrain. The general product resulting from terrain analysis is the MCOO. (See FM 2-01.3 for a detailed explanation of terrain analysis and the other standard products developed as a result of the analysis.)

Evaluate Weather Conditions and Effects

5-16. If available, the U.S. Air Force (USAF) weather team assigned to the intelligence section provides weather forecasting and analysis under the direction of the intelligence officer. Using the Integrated Weather Effects Decision Aid function in the Integrated Meteorological System program, the intelligence section briefs the commander and staff on the weather forecast—how it will affect warfighting functions in general as well as personnel and equipment specifically. (See FM 2-01.3 for a detailed explanation of weather analysis.)

Evaluate Civil Considerations

5-17. ASCOPE is an acronym for area, structures, capabilities, organizations, people, and events. These categories are used to analyze and describe civil considerations that may affect operations. The analyst includes the effects urban centers may have on friendly and threat forces in civil considerations. There is no standard product resulting from this analysis. The intelligence officer generally develops products that fit the information needed to describe the situation and facilitate the commander's situational understanding. This is especially critical when conducting stability and civil support operations. (See FM 2-01.3 and FM 3-06 for detailed discussions of analyzing civil considerations.)

Develop Threat Capabilities

5-18. To accurately depict how a threat commander might deploy and maneuver forces on the battlefield, an analyst must understand how the threat is organized and equipped, what the threat's capabilities are, and how the threat has employed forces in the past. An understanding of threat characteristics and detailed organizational charts assist in this analysis. This also helps identify what signatures the threat gives off collectable by friendly ISR assets. Maintaining accurate threat characteristics is also essential in conducting combat assessment. This applies to regular and irregular forces as well as insurgent and terrorist organizations. Threat characteristics for conventional forces are generally available within the intelligence community. The analyst generally has to develop threat characteristics for emerging threats such as terrorists and insurgents, which is accomplished by using information gained from national combatant commands and theater intelligence organizations, as well as from the publications of these types of threat groups.

Develop Threat Models

5-19. Depending on the mission, there are three types of threat models generally required for planning. The first two are used in conventional operations. They show how the threat might execute offensive and defensive operations against friendly forces. The third is used to show how irregular forces might execute operations against friendly forces in complex terrain, such as an urban area. Each of these products includes a graphic depiction of the accompanying threat COA statement. Together, they communicate the threat's disposition, objectives, goals and end state, main and shaping efforts, and how the threat is expected to maneuver. Additionally, these products graphically and textually explain the threat's intent for fires, ISR, information engagement, command and control warfare, and logistics. Finally, they explain the threat's failure options and a recommendation on how to defeat the threat. Both the overlay and statement are included in the mission analysis briefing. Depending on the mission, the analyst generally develops more than one threat model to articulate other possible threat COAs.

Identify High-Value Target List

5-20. Every threat situation template and threat COA statement is accompanied by an HVTL that describes and prioritizes, in terms of their relative worth, those assets that the threat commander requires to achieve

stated objectives. The analyst develops the HVTL in coordination with the rest of the staff. The HTVL can include specific individuals (often referred to as high-value individuals [HVI]) and organizations.

Develop an Event Template and Matrix

5-21. Developed as the basis for the decision support template (DST) and the ISR overlay, this tool helps identify the commander's decision points and determine ISR strategies. The event template and matrix ensure a consistent and well-reasoned portrayal of threat capabilities throughout planning. They are critical in tying ISR and the concept of operations together. The event template and matrix are not briefed during mission analysis, but they must be ready for COA development.

Determine Specified, Implied, and Essential Tasks

5-22. The analyst analyzes the higher headquarters order to identify the specified ISR tasks that have been assigned to the unit and develop any implied tasks that must be performed to accomplish stated specified tasks. The analyst then provides a list of specified and implied tasks to the operations section and assists in determining essential tasks for inclusion in the unit's restated mission.

Review Available Assets

5-23. The analyst reviews the status of the unit's ISR assets, any additions or deletions made by the higher headquarters order, and what higher echelon support is available for the operation. From this analysis, the analyst then determines if the unit has the assets it needs to accomplish all collection tasks. If there are shortages, the intelligence section identifies them and makes recommendations for additional resources.

Determine Constraints

5-24. A higher commander normally places some constraints on subordinate commanders. Constraints are restrictions placed on the command by a higher command. They dictate an action or inaction, thus restricting the freedom of action a subordinate commander has for planning. A typical constraint for reconnaissance and surveillance is establishing a limit of advance. Constraints are normally contained in the scheme of maneuver paragraph, concept of operations paragraph, or coordinating instructions paragraph in the base order. They might also be stated in the annexes to the order.

Identify Critical Facts and Assumptions

5-25. Along with the rest of the staff members, the intelligence section is responsible for gathering two categories of information concerning assigned tasks—facts and assumptions. In determining initial intelligence requirements, the intelligence staff examines the facts and assumptions the staff has developed. Information required to confirm or refute an assumption about the threat or area of interest may produce intelligence requirements. Similarly, it may be necessary to monitor the situation for any changes to facts about the threat or area of interest that might affect the plan or order. The intelligence staff considers these requirements as it support ISR plan development.

5-26. Throughout planning, commanders and staffs periodically review all facts and assumptions. New facts may alter requirements and require a review of the mission analysis. Assumptions may have become facts or may have become invalid. Whenever facts or assumptions change, the commander and staff assess the impact of these changes on the plan and make the necessary adjustments, including changing the commander's critical intelligence requirements (CCIRs), if necessary.

Determine Initial Commander's Critical Information Requirements

5-27. Determining the initial information requirements is the first step in developing an ISR plan. Priority intelligence requirements (PIRs) are not developed by the staff until after the COA analysis and are not approved by the commander until COA approval. In the mission analysis briefing, after stating "what they know, what they think they know, and what they do not know," the analyst recommends what information the intelligence section should be collecting and analyzing to support continued planning and COA

development. Identifying information requirements helps the commander filter information available by defining what is important to mission accomplishment. It also helps to focus the efforts of the rest of the staff and subordinate commands.

Determine the Initial ISR Plan

5-28. As the staff completes the mission analysis and finalizes the initial IPB products, the intelligence officer and G-2/S-2 staff should have developed the initial collection requirements. These collection requirements are the basis of the initial ISR plan, requests for collection, and requests for information (RFIs) to higher and lateral units conducting ISR activities. By this time, intelligence gaps are identified, and ISR planners have an initial strategy on how to answer the gaps. The operations officer and the remainder of the staff should have a thorough understanding of the unit missions, tasks, and purposes.

5-29. The operations section is the staff proponent of the ISR plan. It is an integrated staff product executed by the unit at the direction of the commander. The operations officer, assisted by the intelligence section, uses the ISR plan to task and direct available ISR assets to answer the CCIRs (PIRs and friendly force information requirements [FFIRs]) and other intelligence requirements. The intelligence section must have its input and products ready to be published as part of the warning order (WARNO) that the S-3 issues at the conclusion of mission analysis.

Update the Operational Timeline

5-30. Using projected threat operational timelines developed during IPB and illustrated by the event template and matrix, the commander and staff compare the operational timeline established by the higher headquarters order to determine windows of opportunity to exploit threat vulnerability or times when the unit may be at risk from threat activity.

Deliver a Mission Analysis Briefing

5-31. Time permitting, the staff briefs the commander on its mission analysis using the outline provided in FM 5-0. The intelligence analyst is responsible for briefing the initial IBP products developed for threat, terrain and weather, and civil considerations. The analyst may also brief the initial ISR plan if the unit is in a position to begin collection operations. The analyst should also brief the identified intelligence gaps in support of further planning. The mission analysis briefing is a decision briefing resulting in an approved restated mission, commander's intent, and commander's planning guidance. The analyst presents only the relevant information needed by the commander to develop situational understanding and formulate planning guidance.

Derive Input from the Initial Commander's Guidance

5-32. The intelligence section is generally concerned with commander's guidance as it applies to all warfighting functions. However, as the staff proponent, the intelligence analyst is most concerned with the intelligence warfighting function and deriving the commander's guidance for ISR. Therefore, the analyst advises the commander on the derived commander's guidance for ISR. The analyst makes that recommendation informally before the mission analysis briefing or at the conclusion of the intelligence portion of the briefing. The commander considers this recommendation before formulating the commander's intent.

Issue a Warning Order

5-33. Immediately after the commander gives planning guidance, the operations officer issues a WARNO. At a minimum, the intelligence section input into this WARNO is the—

- Threat situation paragraph.
- PIRs; priority of collection.
- Priority of support.
- ISR tasks.

5-34. Additionally, if initial IPB products have not been made available to higher headquarters and subordinate commands, they should be issued with the WARNO.

COURSE OF ACTION DEVELOPMENT

5-35. The purpose of COA development is to update the running estimates and prepare COA options for the commander's consideration. The staff develops friendly COAs based on facts and assumptions identified during IPB and mission analysis. Incorporating the results of IPB into COA development ensures that each friendly COA takes advantage of the opportunities the environment and threat situation offer and attempts to mitigate the most significant risks. The intelligence analyst works closely with the operations section and the rest of the staff to analyze relative combat power and develop friendly COAs. All friendly COAs are developed based on the threat situation template and the threat event template and matrix produced by the analyst during mission analysis. At the conclusion of COA development, the intelligence section has completed draft information requirements for each friendly COA as well as a draft ISR overlay and synchronization tools in preparation for COA analysis.

COURSE OF ACTION ANALYSIS (WARGAMING)

5-36. Analysis of COAs is a disciplined process that includes sequential rules and steps. It relies heavily on an understanding of doctrine, tactical judgment, and experience. Each staff member participating must come prepared with the full knowledge of the warfighting function represented. The intelligence analyst has two areas of responsibility in the war game—to role-play the threat commander and act as the ISR officer.

5-37. As the threat commander, using the threat situation template as a start-point and the event template and matrix as a guide, the intelligence analyst develops critical threat decision points in relation to friendly COAs, projects threat reactions to friendly actions, and projects threat losses. As the ISR officer, the intelligence analyst—

- Identifies new information requirements.
- Assists the staff in developing PIRs.
- Refines the situation and event templates.
- Develops the ISR overlay and synchronization tools.
- Assists in the development of the high-payoff targets (HPTs) and the DST.

5-38. At the conclusion of the war game, pending COA approval by the commander, every intelligence product that must be published with the WARNO is complete.

COURSE OF ACTION APPROVAL

5-39. Following an analysis of the COAs, the staff identifies its preferred COA and makes a recommendation to the commander. This usually occurs during a decision briefing presented by the operations officer. During this briefing, the analyst briefs any changes to the current threat situation and any terrain and weather, and civil considerations that have changed since the commander was last briefed.

ORDERS PRODUCTION

5-40. The staff, led by the operations officer, prepares the order by turning the selected COA into a clear, concise concept of operations and supporting information. The order provides all the information subordinate commands need to conduct their operations. However, this is not the first time subordinate commanders and their intelligence staffs have seen this data. Parallel and collaborative planning involves intelligence analysts at all echelons. They have reviewed each other's intelligence products as they were developed. At this point, they clarify changes and submit requests for additional information and product support. Before issuing the order, the intelligence section conducts an orders crosswalk with the rest of the staff as directed by the operations officer.

TYPES OF INTELLIGENCE PRODUCTS

5-41. There are multiple products the intelligence staff produces and supports. The following products are discussed below:

- Running estimate.
- Intelligence running estimate.
- Common operational picture (COP).
- Intelligence estimate.

RUNNING ESTIMATE

5-42. A *running estimate* is a staff section's continuous assessment of current and future operations to determine if the current operation is proceeding according to the commander's intent and if future operations are supportable (FM 3-0). Running estimates provide information, conclusions, and recommendations from the perspective of each staff section. They serve as a staff technique to support the commander's visualization and decisionmaking, as well as the staff's tool for assessing during preparation and execution. In the running estimate, staff officers continuously update their conclusions and recommendations as they evaluate the impact of information.

5-43. Each staff section produces a running estimate. The main difference between the running estimate and the old staff estimate—the staff not only continuously updates the information in the estimate, but also continuously updates the conclusions and recommendations while including projections of future conditions of the area of interest.

INTELLIGENCE RUNNING ESTIMATE

5-44. The intelligence running estimate helps the intelligence staff track and record pertinent information, and it provides recommendations to the commander. When applied to the COP, it is a continuous flow and presentation of relevant information and predictive intelligence. When this estimate is combined with the other staff running estimates, it enables the commander's visualization and situational understanding of the area of interest in order to achieve information superiority.

5-45. The intelligence running estimate details the ability of the intelligence staff to support operations. It focuses analysis and detects potential effects on operations. It supports the commander's visualization throughout the operation. The intelligence running estimate provides a fluid and current picture based on current intelligence products and reports and predictive estimates of future threat activity. The intelligence running estimate consists of all the continuously updated and monitored intelligence available, which are then filtered to provide the specific intelligence relevant to support current and projected future operations.

5-46. The generate intelligence knowledge continuing activity of the intelligence process directly supports the development of the intelligence running estimate, which is then refined and improved following mission analysis. It is further refined and improved based on the results of ISR activities. The intelligence running estimate is updated, as required, based on changes in the threat situation, terrain and weather, and civil considerations. The intelligence running estimate includes—

- Situation and considerations.
- Mission.
- COAs.
- Analysis (threat-based).
- Comparison (threat-based).
- Recommendations and conclusions.

5-47. The intelligence officer must clearly understand the weather and terrain effects and must be able to visualize the AO in order to develop and maintain the intelligence running estimate. This understanding facilitates accurate assessments and projections regarding the—

- Threat.
- Threat situation (including strengths and weaknesses).
- Threat capabilities and an analysis of those capabilities (COAs available to the threat).
- Conclusions drawn from that analysis.

5-48. The intelligence running estimate details threat characteristics into threat capabilities and projections of future threat actions.

COMMON OPERATIONAL PICTURE

5-49. The COP is the primary tool for facilitating the commander's situational understanding. All staff sections provide input from their area of expertise to the COP.

5-50. The portion of the COP that depicts the threat situation is currently limited to displaying the locations and dispositions of threat forces in a relatively static manner, sometimes referred to as "snapshots in time." The threat situation portion of the COP requires analysis to provide the required level of detail. The Distributed Common Ground System-Army (DCGS-A) is the means for integrating this information into the COP.

INTELLIGENCE ESTIMATE

5-51. An *intelligence estimate* is the appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determining the courses of action open to the enemy or adversary and the order of probability of their adoption (JP 2-0). The intelligence staff develops and maintains the intelligence estimate.

SUMMARY OF THE TYPES OF INTELLIGENCE PRODUCTS

5-52. While the COP is primarily a display of current intelligence and information, the running estimate requires the merging of the staff's cognitive processes with automation applications. The primary focus of the intelligence staff's cognitive process is to present predictive or anticipatory intelligence in support of the commander's decisionmaking or situational understanding. The intelligence running estimate requires constant verification to support situational understanding of the current situation as well as predictive assessments for future operations. Training is required to prepare military intelligence (MI) Soldiers to develop and maintain all of these products and many other types of intelligence products and to integrate intelligence into the COP.

INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE OPERATIONS

5-53. Successful ISR activities depend on timely, relevant, and well-reasoned all-source analysis. Successful ISR activities are not based on advanced technology or intelligence reach. Individually, the Army's array of collection systems, intelligence processors, and network advantages do not ensure the commander's information requirements are satisfied. These are tools that, if used correctly, can enhance a unit's ability to answer questions in a timely manner.

5-54. The key to successful ISR activities is an ISR plan that—

- *Is developed based on well-reasoned threat situation overlays, COA statements, and event templates and matrices.*
- Is driven by the CCIRs and is focused on command-directed tasks.
- Is tied to the commander's anticipated decisions (decision points) or intended actions (lines of operation).
- Facilitates the commander's visualization.
- Is prepared jointly by the intelligence section and the rest of the staff.

- Remains synchronized with the scheme of maneuver.
- Is issued as part of the order and updated throughout the operation based on changes to the situation and answers to intelligence requirements.
- Assigns appropriate collection tasks to subordinate units.
- Requests intelligence support as needed from higher and adjacent units.

INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE SYNCHRONIZATION

5-55. ISR synchronization is the task that accomplishes the following:

- Analyzes information requirements and intelligence gaps.
- Evaluates available assets (internal and external).
- Determines gaps in the use of those assets.
- Recommends ISR assets controlled by the organization to collect on the CCIRs.
- Submits RFIs for adjacent and higher collection support.

5-56. There are six steps in the ISR synchronization activity:

- Develop requirements.
- Develop ISR synchronization tools.
- Support ISR integration.
- Disseminate.
- Assess reconnaissance and surveillance.
- Recommend updates for the ISR plan.

DEVELOP REQUIREMENTS (REQUIREMENTS MANAGEMENT)

5-57. Develop requirements, the first step of ISR synchronization, is the responsibility of the all-source analysis/fusion element of the intelligence command post cell. Requirements management involves identifying, prioritizing, and refining gaps in data, relevant information, and knowledge concerning the operational environment that must be resolved in order for the commander to achieve situational understanding. Requirements are developed before executing an operation and during on-going operations. An important element in developing requirements is constant collaboration between all warfighting functions as well as between the analysis and collection management elements to redefine information requirements and focus reconnaissance and surveillance as the situation develops.

5-58. While the rest of the staff contributes to this effort, the analysis element is the primary element responsible for developing requirements during planning and steady-state operations. Using the commander's current stated requirements, the unit mission statement, input from the staff, and input from higher headquarters, the analysis cell identifies intelligence gaps and forwards them to the intelligence officer and operations officer for consideration as PIRs and collection requirements. Because ISR synchronization is continuous and nonsequential, requirements are developed continuously during all operations process activities. These new requirements are based on assessments developed and refined from information collected during reconnaissance and surveillance.

5-59. The goal of requirements development is to continuously produce new intelligence requirements developed from ongoing operations that will drive new operations, branches, and sequels. Effective requirements management depends on detailed IPB as well as maintenance of the intelligence running estimate, development of threat situation templates or COA statements, and event templates and matrices. Timely development of an event template or matrix in synchronization with the unit battle rhythm is critical to the development of the DST, intelligence synchronization tools, ISR overlay, and the execution of the ISR plan.

DEVELOP ISR SYNCHRONIZATION TOOLS

5-60. Intelligence officers use ISR synchronization tools to track planned and ongoing collection operations. First, they evaluate ISR resources based on availability, capability, sustainability, vulnerability, and performance history. Then intelligence officers develop these tools. The two primary tools commonly used to assist the intelligence officer are the ISR overlay and the collection matrix. These tools are not tasking documents; they are used solely as working aids that facilitate the synchronization of collection and analytical efforts across the unit. The ISR overlay and collection matrix help the intelligence officer create the intelligence synchronization matrix.

SUPPORT ISR INTEGRATION

5-61. Supporting ISR integration consists primarily of the intelligence officer, along with the rest of the staff, providing intelligence input to assist the operations officer in developing the ISR plan. This includes support for developing the WARNO, operation order (OPORD), and any fragmentary orders. Additionally, the ISR synchronization matrix is officially issued as part of the ISR plan during this step.

DISSEMINATE

5-62. The disseminate step—

- Identifies all users requiring direct dissemination of information collected during ISR activities.
- Determines the perishability of information collected.
- Determines the best method of disseminating information to each user.
- Develops an audit trail of information disseminated.
- Ensures the proper database management of information collected during ISR activities.

ASSESS ISR ACTIVITIES

5-63. As ISR activities are conducted, they must be continually assessed. The intelligence officer monitors ISR activities, correlates reports to requirements, screens reports, and provides feedback to the collectors and the operations officer.

UPDATE ISR SYNCHRONIZATION TOOLS

5-64. As requirements are answered or the situation changes, ISR synchronization tools must be adjusted, based on the commander's guidance. The intelligence officer must ensure constant ISR synchronization, cue assets to collection opportunities, eliminate satisfied requirements, recommend retasking of assets, and prepare for the transition to the next operation.

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Chapter 6

Counterintelligence

DEFINITION

6-1. *Counterintelligence* is information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, or persons, or their agents, or international terrorist organizations or activities (Executive Order 12333 [EO 12333]).

6-2. Counterintelligence (CI) includes all actions taken to detect, identify, track, exploit, and neutralize the multidiscipline intelligence activities of adversaries. It is a key intelligence community contributor to protect U.S. interests and equities.

MISSION

6-3. The mission of Army CI is to conduct aggressive, comprehensive, and coordinated investigations, operations, collection, analysis and production, and technical services. These functions are conducted worldwide to detect, identify, assess, counter, exploit, or neutralize the foreign intelligence and security services (FISS) and international terrorist organizations (ITO) collection threat to the Army and Department of Defense (DOD), in order to protect the lives, property, or security of Army forces. Army CI has four primary mission areas:

- Counterespionage.
- Support to force protection.
- Support to research and technology protection.
- Cyber CI.

ROLE

6-4. The role of CI is to deny, degrade, disrupt, or mitigate FISS and ITO ability and capability to successfully execute intelligence collection targeting U.S. or friendly force interests. CI focuses on countering FISS and ITO intelligence collection activities targeting information or material concerning U.S. or friendly force personnel, activities, operations, plans, equipment, facilities, publications, technology, or documents—either classified or unclassified. CI does this without official consent of designated U.S. release authorities, for any purpose that could cause damage or otherwise adversely impact the interests of national security of the U.S. ability to fulfill national policy and objectives.

6-5. CI elements are instrumental in contributing to situational awareness in the area of influence. CI elements may corroborate other intelligence discipline information as well as cue other intelligence assets through the CI core competencies and CI technical services.

FUNDAMENTALS

- 6-6. Fundamentals of the CI discipline include—
- CI core competencies.
 - CI structure.
 - Support to contingency operations.
 - Operational considerations.

COUNTERINTELLIGENCE CORE COMPETENCIES

6-7. CI core competencies are interrelated, mutually supporting, and can be derived from one another. No single competency can defeat the FISS and ITO intelligence collection threat targeting U.S. interests, in general, and Army interests, specifically. The CI core competencies include—

- Operations.
- Investigations.
- Collection.
- Technical services and support.
- Analysis and production.

Operations

6-8. CI operations are broadly executed CI activities that support a program or specific mission. CI operations use one or more of the core CI competencies discussed below. CI operations can be offensive or defensive, and they are derived from, transitioned to, or used simultaneously—depending on the scope, objective, or continued possibility for operational exploitation. CI operations fall into two categories—CI support operations and CI sensitive operations. (See AR 381-20, AR 381-47 [S], and AR 381-102 [S].)

Investigations

6-9. CI investigations are conducted when national security crimes are allegedly committed by anyone under CI authority. The primary objective of any CI investigation is the identification, exploitation, or neutralization of threats directed against the Army. CI investigations are also conducted to identify systemic security problems that may have damaging repercussions to Army operations and national security interests.

Collection

6-10. CI collection is the systematic acquisition of information concerning the FISS and ITO intelligence collection threat targeting Army equities. CI elements conduct collection activities to support the overall CI mission. CI collection is conducted by using sources, elicitation, official liaison contacts, debriefings, screenings, and open-source intelligence (OSINT) to obtain information that answers the standing CI collection requirements or other collection requirements based on commanders' requirements. Although CI and human intelligence (HUMINT) have a collection mission, there are distinct differences between their collection objectives. HUMINT focuses on answering the commander's critical information requirements (CCIRs) concerning the plans, intentions, capabilities, and disposition of the adversary, as a whole.

6-11. CI specifically targets the FISS and ITO intelligence collection threat targeting U.S. forces. CI collection is conducted to understand how FISS and ITO are targeting U.S. forces, so countermeasures can be identified and recommended to commanders and program managers to protect personnel, mission, resources, and technology. Collection is only one of five CI core competencies; whereas, collection is HUMINT's only mission. (See DA PAM 381-15 [S/NF] for more information on collection activities.)

Technical Services and Support

6-12. CI technical services are used to assist in the CI core competencies of investigations, collections, and operations or to provide specialized technical support to a program or activity. The proliferation of sophisticated collection technology, surveillance, and eavesdropping devices, available in the commercial markets, increases the capability effectiveness of any FISS and ITO in collecting on Army interests. (See AR 381-14 [C].)

6-13. To mitigate this increasing threat requires specialized expertise. CI organizations with technically trained CI special agents are chartered with providing this unique technical capability to augment and provide specialized support to the CI mission. This includes CI special agents trained to—

- Perform technical surveillance countermeasures (TSCM).
- Perform cyber CI activities that provide protection to information networks as well as identify vulnerabilities and attempted intrusions into Army and DOD computer networks.
- Perform CI scope polygraph examinations.
- Provide support to Army information tasks.

Analysis and Production

6-14. CI analysis and production are used to satisfy the supported commander's intelligence requirements and to provide focus and guidance to CI operations. CI analysis and production can be accomplished at any level in which Army CI assets are assigned to counter the FISS and ITO collection threat; support protection of U.S. personnel, property, and operations; protect the research and development (R&D) of critical technologies; and support Army information tasks to protect U.S. forces information systems.

Intelligence Analysis

6-15. CI analysis provides the supported commander with situational awareness and understanding of the operational environment. CI analysis should be focused on predictive assessments of FISS and ITO plans, intentions, and capabilities. This allows the commander to make informed decisions on the protection posture and targeting to neutralize or exploit those threats to the advantage of U.S. forces. Accurate CI analysis also increases the visibility of proactive and effective CI support and establishes credibility with the supported commander. This leads the commander to trust and rely on the CI assets, which often give them more flexibility to execute CI operations.

Operational Analysis

6-16. Operational analysis allows the operational management elements (2X, counterintelligence coordinating authority [CICA] and operational management team [OMT] leaders) to gauge the effectiveness and success of their subordinate operational CI teams. This is done through assessments of source production (quantity and quality), source vetting (reliability, accuracy, response to control), and requirements coverage. Operational analysis also allows operational managers to deconflict CI operations and to provide direction and focus to eliminate redundancy and/or increase the efficiency of the CI teams.

COUNTERINTELLIGENCE STRUCTURE

6-17. CI organizations and force structure are designed to support the modular force construct through scalable team, operations management, and technical channels packages. CI elements assigned to division, battlefield surveillance brigades (BFSBs), Army Service component command (ASCC), and strategic units are capable of operating at all echelons across the spectrum of conflict. The joint 2X organizational and operational concept has been established in Army force structure to decentralize CI operational approval and execution. As the primary force provider for the DOD CI in contingency and combat operations, the establishment of the 2X and the CICA throughout the Army ensures a trained and experienced cadre of CI professionals capable of filling Army, joint, and combined 2X and CICA positions.

2X

6-18. The 2X is the CI and HUMINT manager who is authorized to coordinate, deconflict, and synchronize all CI and HUMINT missions in the area of intelligence responsibility. The 2X manages CI and HUMINT intelligence requirements including HUMINT collection requirements, time-sensitive collection requirements, report evaluations with source-directed requirements, and source assessments. At each echelon, the 2X section may be structured differently, but there is always a requirement for three components—CICA, a HUMINT operations cell (HOC), and an operations support cell (OSC). (See TC 2-22.303 for information on the Army 2X and JP 2-01.2 [S] for information on the joint 2X.)

Counterintelligence Coordinating Authority

6-19. The CICA is the coordinating authority for all CI activities for all assigned or attached Army CI assets. The CICA for Army divisions and corps will normally be a senior 351L CI warrant officer (WO). At the ASCC, the CICA may be a senior CI WO, CI officer (35E) or equivalent Military Intelligence Civilian Excepted Career Program (MICECP) government civilian employee. (See AR 614-115 [S//NF] for more information on MICECP.)

6-20. Within joint and multinational force commands, the task force counterintelligence coordinating authority (TFCICA) may be an Army, Navy, Air Force, or Marine WO, officer, or a civilian depending on the requirements of the approved joint manning document (JMD). Army CICA components generally consist of four personnel—a CI WO and three enlisted CI Soldiers—however, size and structure may vary depending on the unit and mission. Units engaged in operational and strategic missions may also have a higher standard of grade for CICA's including the use of appropriately credentialed government civilian employees. CICA personnel may be assigned, attached, or under operational control (OPCON).

6-21. Regardless of echelon or Service component, the CICA's mission is to manage, coordinate, and synchronize all CI activities in the designated area of intelligence responsibility. The CICA exercises technical channels for all CI entities and deconflicts CI activities with higher, lower, and adjacent CI elements. The CICA accomplishes all responsibilities through coordination with the operational units and other 2X staff elements. (See TC 2-22.303 for details on the CICA.) Table 6-1, page 6-5, lists the functions performed by CICA.

Counterintelligence Operational Management Team

6-22. The OMT is the first operational management element that provides technical channels to subordinate CI teams. The OMT manages subordinate CI teams to ensure operational execution and direction, quality and control of reporting, and satisfaction of intelligence requirements. An OMT can manage between one to four CI teams depending on the operational tempo mission and geographic requirements. OMTs generally consist of four personnel—a 351L, CI WO and three 35L, CI enlisted Soldiers—however, size and structure may vary depending upon the unit and mission. (See FM 2-22.2 for information on the OMT.)

Counterintelligence Team

6-23. The CI team conducts CI investigations, CI operations, CI collection (debriefings, source operations, liaison, and screening), CI analysis, and CI technical services support to protect the supported unit from threat intelligence activities. (See FM 2-22.2 for information on CI teams.)

Table 6-1. Counterintelligence coordinating authority functions

| CICA performs the following functions | | | |
|---|--|--------|--|
| <ul style="list-style-type: none"> Coordinate and staff all CFSO proposals with the Army component or JTF approval authority, and U.S. national agency representatives. Serve as the single focal point for all matters associated with CI in the AOIR. The CICA tracks CI activities and keeps the 2X informed; in turn the 2X keeps the C/J/G/S-2 and commander informed. Exercise technical control of all CI entities and coordinate all CI activities in the AOIR. Coordinate with MI unit commanders who possess CI assets that execute CI activities in the AO. Coordinate and deconflict all CI source operations with the source registry manager in the AOIR. Ensure a robust CI education and awareness training program by coordinating CI refresher training, as required, and by ensuring the establishment of CI reporting channels and procedures in the AOIR. Implement the intelligence program for all CI activities in the theater in accordance with AR 381-10. | | | |
| <p>Note. The MILDEPs always remain in control of CI investigations. The ATCICA and ACICA provide investigative technical control of all Army CI-conducted investigations. Army CI investigative reports pass through the CICA and 2X while simultaneously passing through the ATCICA and ACICA.</p> | | | |
| <ul style="list-style-type: none"> Keep the 2X, C/J/G/S-2, and commander informed on the status of CI activities. Coordinate with the analytical element and the ISR synchronization staff to identify and refine requirements for CI collection, operations, or investigations. Ensure CI reporting is disseminated to the analytical element for inclusion in the all-source picture, as appropriate. Develop and disseminate requirements, orders, and RFIs to CI entities in the AOIR. Ensure registration of all CI sources with the OSC or other designated source registry manager. (If there is no OSC, the CICA will maintain the source registry.) Routinely evaluate CI source operations to ensure proper handling by CI special agents, source ability to satisfy requirements, and to determine value of continuing the operation. Ensure exploitation opportunities are preserved while conducting VAs and other protection initiatives. Ensure investigations are planned, coordinated, and executed in accordance with applicable directives and regulations. Establish and maintain connectivity with the supporting ATCICA for investigative oversight of Army CI-conducted investigations. Participate in the operations staff targeting process to provide input on the placement, access, availability of sources, and reporting reliability of CI sources that support targeting. (For more information, see appendix B.) Ensure CI support is provided to the JIDC and DHAs in the AOIR. Establish quality control and execute release of all CI reporting. Routinely provide feedback to all CI entities in the AOIR regarding collection activities, operations, and investigations. After a determination has been made to release a detainee, ensure detainee screening is performed to determine the detainee's suitability as a potential lead for CI or other collection activities. Interact with the HOC and OSC to ensure CI activities do not conflict with HUMINT activities in the AOIR. Conduct liaison with the provost marshal office and intelligence entities conducting liaison with HN LEAs to ensure CI activities are coordinated and deconflicted. Conduct liaison with HN and U.S. national level CI organizations. Provide staff oversight to locally employed persons screening activities within the AOIR. Provide technical oversight and guidance for coordination or approval requests of CI operations that require approvals outside the local approval authority. Recommend to the supported C/J/G/S-2 and maneuver commander the designation of an MI unit or intelligence staff element, as appropriate, to serve as the repository for CI badge and credentials in the AOIR. The MI unit or intelligence staff element should have responsibility for accountability and issuance of CI badge and credentials. Coordinate requests for CI technical services (cyber CI unit, technical surveillance countermeasures, and polygraph support). | | | |
| ACICA | Army CI coordinating authority | HUMINT | human intelligence |
| AO | area of operations | ISR | intelligence, surveillance, and reconnaissance |
| AOIR | area of intelligence responsibility | JIDC | joint interrogation and debriefing center |
| ATCICA | Army theater CI coordinating authority | JTF | joint task force |
| CI | counterintelligence | LEA | law enforcement agency |
| CICA | CI coordinating authority | MI | military intelligence |
| CFSO | CI force protection source operations | MILDEP | military department |
| DHA | detainee holding area | OSC | operations support cell |
| HN | host nation | RFI | request for information |
| HOC | HUMINT operations cell | VA | vulnerability assessment |

Strategic and Departmental Counterintelligence

6-24. Strategic operations are conducted by CI elements supporting national and DOD missions (for example, support to North Atlantic Treaty Organization and special operations and missions). Strategic CI also conducts compartmented investigations and operations to affect the knowledge of adversarial intelligence regarding contingency operations and defense information. Strategic CI executes the full range of CI functions and missions including CI investigations and operations, offensive counterintelligence operations (see AR 381-47 [S]), research and technology protection, special access program (SAP) support, treaty verification, and technical CI services (polygraph, TSCM, and computer forensics). Strategic CI also supports special operations forces (SOF) and special mission units within the scope of applicable national, DOD, and Army policies and regulations. Strategic and departmental CI assets generally conduct the following activities:

- **Advice and assistance**—assists unit security managers and commanders with knowledge on security programs and provides details on reporting potential FISS and ITO targeting and incidents of CI interest.
- **Education and awareness**—provides FISS and ITO threat and Army program briefings to educate unit personnel, satisfy mandatory training requirements, and generate potential leads for incidents of CI interest.
- **Target acquisitions and vulnerability assessments**—conducts collection and analysis of FISS and ITO threat data for a specific unit, facility, operation, or activity to provide the supported commander knowledge on force protection and security posture and make countermeasure recommendations to overcome deficiencies.
- **CI investigations**—exploits or neutralizes potential FISS and ITO collection threats targeting Army and DOD equities.
- **CI collection**—detects and identifies FISS and ITO intelligence collection activities targeting U.S. forces and devises other CI initiatives to counter, exploit, or neutralize the FISS and ITO collection capability.

Intelligence and Security Command

6-25. The U.S. Army Intelligence and Security Command (INSCOM) executes departmental and operational CI activities in accordance with guidance from the Army G-2X. INSCOM has the responsibility for administrative command and control of all Army theater military intelligence (MI) brigades supporting their respective theater ASCC. INSCOM CI assets are task-organized and operationally employed based on mission and geographic requirements. Most MI brigades organize their CI assets into detachments with subordinate field or resident offices.

Operational Counterintelligence

6-26. Operational level CI assets are generally assigned to ASCC or combatant command organizations and are focused on a specific theater. CI, at the operational level, is primarily focused on counterespionage and CI support to protection. Operational CI assets are instrumental in protecting bases of operations from infiltration, collection, planning, and targeting by FISS and ITO entities. Although operational CI elements have a vital mission to counter the FISS and ITO threat on a daily basis, they may be tasked to deploy and support contingency or combat operations. This is especially true in large-scale combat operations when the size, scale, and scope of the operation exceed the capability of organic tactical CI assets to provide adequate support in the area of operations (AO). When required, operational CI assets may be tasked to support strategic CI operations.

6-27. MI brigades provide operational support to the separate ASCCs. CI elements in MI brigades support combatant commanders, generally in their areas of responsibility. Operational level CI activities and functions include investigations, collection, analysis and production, and technical services and support. CI elements must be capable of quickly transitioning from a peacetime mission to crisis operations to support combatant commander requirements. Theater CI assets conduct Army, joint, and multinational operations

in their joint operations areas (JOAs). Operational elements may also be deployed to support or reinforce tactical forces in contingency operations.

Tactical Counterintelligence

6-28. Tactical CI generally denotes all CI assets assigned to Army corps and below. This includes CI assigned directly to brigade combat teams (BCTs), divisions, and corps units. CI at the tactical level is primarily focused on CI support to force protection to their supported commanders during operations. CI assets at the tactical level are instrumental in protecting bases of operations from infiltration, collection, planning, and targeting by FISS and ITO entities.

Operational and Tactical Counterintelligence Asset Activities

6-29. CI assets assigned to operational and tactical units as well as MI brigades generally conduct the following activities:

- **Advice and assistance**—assists unit security managers and commanders with knowledge on security programs and provides details on those CI assets that can respond to FISS and ITO targeting.
- **Education and awareness**—provides FISS and ITO threat and CI awareness briefings to educate unit personnel, satisfy mandatory training requirements, and generate potential leads for CI elements chartered to conduct investigations during peacetime.
- **Threat and vulnerability assessments**—conducts collection and analysis of FISS and ITO threat data for a specific unit, facility, operation, or activity to provide the supported commander knowledge on force protection and security posture and to make countermeasure recommendations to overcome deficiencies.
- **CI screening**—vets locally employed persons in overseas and deployed locations for suitability to work, force protection liabilities, associations, or contacts that may allow them to be used in other CI collection initiatives.
- **CI investigations**—identifies potential CI investigation requirements and conducts an initial assessment of those incidents for other CI assets chartered to conduct the investigation. This can be accomplished during peacetime and contingency or combat operations. During contingency or combat operations, the chartered CI element may request the assistance of tactical CI personnel to fulfill investigative requirements. Tactical CI assets generally do not have the resources to effectively execute a complex CI or counterespionage investigation.
- **CI collection**—detects and identifies FISS and ITO intelligence collection activities targeting U.S. forces and devises other CI initiatives to counter or neutralize the FISS and ITO collection capability. CI collection may only be conducted in contingency or combat environments when approved by the CICA.

SUPPORT TO CONTINGENCY OPERATIONS

6-30. The initial phase of operations from peacetime military engagement to major theater war lays the foundation of future team operations. In general, the priority of effort focuses inward on security of operating bases, areas of troop concentration, and command and control nodes to identify the collection threat to U.S. forces that could be used by adversary elements to plan hostile acts against U.S. activities and locations.

6-31. Once security of the operating bases has been established, the operational focus of CI teams shifts outside the operating base to continue to detect, identify, and neutralize the collection threat to U.S. forces as well as to provide indications and warning (I&W) of hostile acts targeting U.S. activities. The CI team uses several collection methods, including counterintelligence force protection source operations (CFSO), elicitation, and liaison, to answer the supported commander's requirements. This is referred to as the continuation phase. The CI team conducts CI investigations to identify, neutralize, and exploit reported threat intelligence collection efforts.

6-32. A key element to the CI team's success is the opportunity to spot, assess, and develop relationships with potential sources of information. Operating as independent teams, without being tied to intelligence, surveillance, and reconnaissance (ISR) or combat assets, enables the CI team's maximum interaction with the local population, thereby maximizing the pool of potential sources of information. Along with the opportunity to spot, assess, and interact with potential sources of information, a second key element of a CI team's success is its approachability to the local population. A soft posture enables a CI team to appear nonthreatening. Experience has shown that the local population in general is apprehensive of fully and openly armed patrols and Soldiers moving around population centers.

6-33. During some operations, civilian attire or nontactical vehicles may be used to lower the CI team profile. In some special situations, these measures are taken to make the operation less visible to the casual observer. In addition, in some cultures, sharing food and beverages among friends is expected; exceptions to restrictions or general orders should be considered to facilitate successful CI team operations, many of which are geared towards developing relationships with potential sources of information.

OPERATIONAL CONSIDERATIONS

6-34. CI must be represented and integrated into all phases of operational planning. The success of a CI team is measured by the operational emphasis, resourcing, and equipping they receive from their supported command. While operational security and freedom of movement are critical to effective CI operations, conditions within the AO—specifically high threat areas—will often require the CI team to find non doctrinal solutions to allow them to operate. This may mean the CI team is paired with other combat and noncombat units to facilitate movement in a particular AO.

6-35. The mission of the CI team must be integrated into the overall scheme of maneuver to support the commander's requirements. CI teams are often resourced or outfitted with non-table of organization and equipment (TOE), resources, and personnel that serve a specific purpose and provide them a unique capability to support their commander. These resources should not be used for non-CI missions or redirected without the commander's approval; if this occurs, the commander is accepting a significant degradation to the unit's ISR capability.

OPERATIONAL RISK MITIGATION

6-36. The employment of CI teams includes varying degrees of contact with the local population. As the degree of contact with the population increases, both the quantity and quality of CI collection increases. However, in many instances, there is a risk to the CI team inherent with increased exposure to the local population. The decision at what level to employ a CI team is mission variable (METT-TC) dependent. The risk to the CI assets must be balanced with the need to collect on priority intelligence requirements (PIRs) and to protect the force as a whole. Rules of engagement (ROE), status-of-forces agreement (SOFA), direction from higher headquarters, and the overall threat level may also restrict the deployment and use of CI teams.

6-37. Risks are minimized through the situational awareness of CI team members. They plan and rehearse to readily react to any situation and carry the necessary firepower to disengage from difficult situations. If it becomes necessary to call for assistance, adequate and redundant communications equipment is critical. These scenarios and actions should be trained before deployment into a contingency area and rehearsed continuously throughout the deployment.

6-38. A supported unit commander is often tempted to keep the CI team within friendly bases when the threat condition (THREATCON) level increases. The supported commander must weigh the risk versus potential information gain when establishing operational parameters of supporting CI teams. This is necessary especially during high THREATCON levels when the supported unit commander needs as complete a picture as possible of the threat arrayed against U.S. and multinational forces.

6-39. When it is not expedient to deploy the CI team independently due to THREATCON levels or other restrictions, the team can be integrated into other ongoing operations. The CI team may be employed as part of a combat, ISR, or military police (MP) patrol or used to support civil affairs (CA), psychological

operations (PSYOP), engineer, or other operations. This method reduces the risk to the team while allowing a limited ability to collect information. It also has the advantage of placing the team in contact with the local population and allowing it to spot, assess, and interact with potential sources of information. However, this deployment method restricts collection by subordinating the team's efforts to the requirements, locations, and timetables of the unit or operation in which it is integrated and does not allow for the conduct of sensitive source operations.

Note. This method of employment should be considered a last resort.

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Chapter 7

Human Intelligence

DEFINITION AND TERMS

7-1. **Human intelligence is the collection by a trained human intelligence collector of foreign information from people and multimedia to identify elements, intentions, composition, strength, dispositions, tactics, equipment, and capabilities.**

7-2. A human intelligence (HUMINT) source is a person from whom information is collected for the purpose of producing intelligence. HUMINT sources can include friendly, neutral, or hostile personnel. The source may either possess first- or second-hand knowledge normally obtained through sight or hearing. Categories of HUMINT sources include but are not limited to detainees, enemy prisoners of war (EPWs), refugees, displaced persons, local inhabitants, friendly forces, and members of foreign governmental and nongovernmental organizations.

7-3. A HUMINT collector is a person who is trained to collect information from individuals (HUMINT sources) for the purpose of answering requirements. HUMINT collectors are the only personnel authorized to conduct HUMINT collection operations. They are trained and certified enlisted personnel in military occupational specialty (MOS) 35M, warrant officers (WOs) in MOS 351C and 351M, commissioned officers in MOS 35F, and their Federal civilian employee and civilian contractor counterparts. Trained means successful completion of one of the following courses, which are the only accepted sources of interrogation training for military personnel:

- 35M Basic HUMINT Collector Course at U.S. Army Intelligence Center of Excellence, Fort Huachuca, Arizona.
- U.S. Marine Corps Basic Marine Air-Ground Task Force Counterintelligence (CI)/HUMINT Course at the Navy and Marine Corps Intelligence Center, Dam Neck, Virginia.
- Joint Interrogation Certification Course at HUMINT Training-Joint Center of Excellence, Fort Huachuca, Arizona.
- Defense Intelligence Agency I-10 Course, Alexandria, Virginia.

Note. Certification is conducted at the discretion of the combatant commander in accordance with established combatant command policies and directives.

7-4. HUMINT collection operations must be conducted in accordance with all applicable U.S. law and policy, which include U.S. law; the law of war; relevant international law; relevant directives including DODD 3115.09, DODD 2310.1E, Department of Defense (DOD) instructions, FM 2-22.3, and military executive orders including fragmentary orders. Additional policies and regulations apply to the management of contractors engaging in HUMINT collection. (See FM 2-22.3, appendix K.)

ROLE

7-5. HUMINT operations focus on determining the capabilities, threat characteristics, vulnerabilities, and intentions of threat and potential threat forces. HUMINT operations target actual and potential adversary decisionmaking architecture with the intent of helping to shape friendly forces' visualization of threat and potential threat forces. HUMINT collection activities and operations include screening, interrogation, debriefing, liaison, and human source operations.

7-6. Once the type of operation has been determined, leaders use the operations process—plan, prepare, execute, and assess—to conduct the operation. The following paragraphs briefly discuss the different types of HUMINT operations.

HUMAN INTELLIGENCE COLLECTION METHODOLOGIES

7-7. Every HUMINT questioning session, regardless of the methodology used or the type of operation, consists of five phases. The five phases of HUMINT collection are—

- Planning and preparation.
- Approach.
- Questioning.
- Termination.
- Reporting.

7-8. The phases are generally sequential; however, reporting may occur at any point within the process when critical information is obtained and the approach techniques used will be reinforced as required through the questioning and termination phases.

7-9. HUMINT collection methodologies include five general categories:

- Screening.
- Interrogation.
- Debriefing.
- HUMINT collection in military source operations (MSO).
- Liaison.

SCREENING OPERATIONS

7-10. Screening is the process of evaluating and selecting human sources and documents for the prioritized collection of information based on the collection requirements and mission of the unit conducting the screening or its higher headquarters. Screening categorizes and prioritizes sources based on the probability of a particular source having priority information and the level of cooperation of the source. Screening is also used to determine if a source matches certain criteria that indicate that the source should be referred to another agency. Screening is conducted at all echelons of command and in all operational environments. There are two general categories of screening—human source screening and document and media screening.

7-11. Media is screened for content, which answers priority intelligence requirements (PIRs) or other information of intelligence interest. Screening operations also help determine which intelligence discipline or agency could best conduct the exploitation of a given source. Screening operations include but are not limited to—

- Tactical screening to support combat or contingency operations.
- Checkpoint screening (mobile or static) of local populations as they transit through and within the area of operations (AO) or to screen large numbers of individuals, such as refugees or displaced persons as they enter the AO.
- Local population screening of personnel within their own neighborhoods.
- Collection facility screening conducted as a normal part of HUMINT collection operations at collection facilities, such as theater interrogation and debriefing facilities and refugee camps.
- Local employee screening to determine possible security risks or identify sources who can provide information in response to the commander's critical information requirements (CCIRs).

INTERROGATION OPERATIONS

7-12. Interrogation is the systematic effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person who is in the custody of the forces

conducting the questioning. Some examples of interrogation sources include EPWs and other detainees. Interrogation sources range from totally cooperative to highly antagonistic. Interrogations may be conducted at all echelons in all operational environments.

Note. Interrogations may only be conducted by personnel trained and certified in the interrogation methodology, including personnel in MOSs 35M and 351M, or select others as may be approved by DOD policy. Interrogations are always to be conducted in accordance with applicable laws and policies, regardless of the echelon or operational environment in which the HUMINT collector is operating.

7-13. Detainee interrogation operations conducted at U.S. detention facilities, multinational-operated facilities, or other agency-operated collection facilities are more robust and require greater planning, but have greater logistic support. Interrogation operations are specific operations normally conducted at detainee collection facilities directed at the wide-scale collection of information from detainees using interrogation techniques. Although field interrogations are conducted at all echelons and during all operations with detainees, detention facilities where interrogation operations occur are normally located only at theater or joint task force (JTF) level.

DEBRIEFING OPERATIONS

7-14. Debriefing is the systematic questioning of cooperating human sources to satisfy intelligence requirements consistent with applicable law. The source is usually not in custody and is usually willing to cooperate. Debriefing may be conducted at all echelons and in all operational environments. The primary categories of sources for debriefing are refugees, displaced persons, local civilians, and friendly forces.

FRIENDLY FORCE DEBRIEFING OPERATIONS

7-15. Every member of the friendly force is a potential source for HUMINT collection. Friendly force personnel frequently have contact with the threat, civilian population, or the environment. Although many individuals report their information in the form of combat information, many do not report the information, do not realize its significance, or do not know how to report key information. Frequently systematic questioning by a trained HUMINT collector will identify key information that can contribute to the intelligence picture and help an individual recall details. It also helps to place this information into a systematic format for the analyst to use.

HUMAN INTELLIGENCE COLLECTION IN MILITARY SOURCE OPERATIONS

7-16. HUMINT collection in MSO are directed toward the establishment of human sources who have agreed to meet and cooperate with HUMINT collectors for the purpose of providing information. Within the Army, MSO is conducted by trained personnel under the direction of military commanders. The entire range of HUMINT collection operations can be employed.

7-17. MSO sources include one-time contacts, continuous contacts, and formal contacts from debriefings, liaison, and contact operations. MSO consists of collection activities that use human sources to identify attitude, intentions, composition, strength, dispositions, tactics, equipment, target development, personnel, and capabilities of those elements that pose a potential or actual threat to U.S. and multinational forces. MSO is also employed to develop local source or informant networks providing early warning of imminent danger to U.S. and multinational forces and contribute to mission planning.

7-18. Formal contacts are individuals who have agreed to meet and cooperate with HUMINT collectors to provide information. HUMINT collectors who have met with a particular continuous contact three or more times should consider assessing the contact for use as a formal contact. Formal contacts can be tasked, trained, and paid. Formal contacts meet repeatedly with HUMINT collectors, and their operation and tasking must be carried out in accordance with FM 2-22.3. Formal contacts are employed to develop HUMINT sources who can provide early warning of imminent danger to U.S. and multinational forces and contribute to mission planning.

7-19. HUMINT collection teams (HCTs) must be able to travel to meet sources and to remain at a meeting location long enough to conduct their meeting. This requirement to remain in one location for up to several hours means that HCTs require dedicated security. Placing an HCT with a combat patrol for movement will not provide them with the support they need for stationary operations, since combat patrols need to keep on the move.

LIAISON OPERATIONS

7-20. Liaison with local military, government, or civilian agency officials provides an opportunity to collect information required by the commander. The HUMINT collector meets with these officials to conduct liaison, coordinate certain operations, collect information, and obtain leads to potential sources of information. Elicitation is the primary technique used with liaison contacts, although in many cases there is a more formal exchange of information. Information obtained by these elements through liaison tends to reflect the official positions of their superiors and may not be entirely accurate or complete.

SUPPORT TO CAPTURED MATERIALS EXPLOITATION OPERATIONS

7-21. The execution of document and media exploitation (DOMEX), site exploitation, and captured enemy materiel (CEM) exploitation operations is not exclusively a HUMINT function but may be conducted by any intelligence personnel with appropriate language support. Of particular interest to HUMINT collectors are captured enemy documents (CEDs). A CED is any document that has been in the enemy's possession, whether or not the enemy has created it for an intended use. HUMINT collectors can very effectively use CEDs to further exploit information of intelligence value during the conduct of operations.

CAPABILITIES AND PLANNING CONSIDERATIONS

7-22. The fundamentals of HUMINT include capabilities and planning considerations as discussed below.

CAPABILITIES

7-23. HUMINT collection capabilities include the ability to—

- Collect information and cue from an almost endless variety of potential sources including friendly forces, civilians, detainees, and source-related documents.
- Focus on the collection of detailed information not available by other means. This includes information on threat intentions and local civilian and threat force attitudes and morale. It also includes building interiors and facilities that cannot be collected on by other means due to restrictive terrain.
- Corroborate or refute information collected from other reconnaissance and surveillance assets.
- Operate with minimal equipment and deploy in all operational environments to support offensive, defensive, and stability operations. Based on solid planning and preparation, HUMINT collection can provide timely information if deployed forward to support maneuver elements.

PLANNING CONSIDERATIONS

7-24. Interpersonal skills, availability of trained and certified personnel, and time are important considerations when conducting planning for HUMINT operations.

Interpersonal Skills

7-25. HUMINT depends on the subjective interpersonal capabilities of the individual rather than on the abilities to operate collection equipment. HUMINT collection capability is based on experience within a specific AO that can only be developed over time.

Availability of Trained and Certified Personnel

7-26. There are never enough HUMINT collectors to meet all requirements. Limited assets must be prioritized to support units and operations based on their criticality.

Time

7-27. HUMINT collection, particularly source operations, takes time to develop. Collection requirements must be developed with sufficient lead time for collection.

Human Intelligence Language Limitations

7-28. While HUMINT collectors can normally use an interpreter, a lack of language proficiency by the collector can significantly slow collection efforts. Such language proficiency takes time to develop.

Misuse of Human Intelligence Personnel

7-29. HUMINT collectors are frequently utilized incorrectly and assigned missions that belong to civil affairs, military police, counterintelligence (CI), interpreters, translators, or other operational specialties for which they are not trained or certified to conduct or supervise. Employing HUMINT collectors in any capacity other than HUMINT collection missions severely impacts their ability to answer intelligence requirements.

Human Intelligence Collection Capability

7-30. HUMINT collection capability is limited when commanders do not provide support specifically to the HCT for the conduct of HUMINT collection missions. Often HCTs are required to travel with patrols in order to have mobility within the AO. While this does get the HCT off the base or camp, it does not allow them the time or flexibility to conduct a HUMINT collection mission. The nature of patrol missions requires them to keep on the move most of the time. HUMINT collection missions often require the HCT to remain at a location for extended periods. In order for HUMINT collection missions to be successful, commanders must provide dedicated mission support to allow for this requirement. (See AR 381-100 [S].)

Human Intelligence Risk Management

7-31. Maneuver commanders, in weighing the risks associated with employing HCTs, should consider the potential loss of a wealth of information, such as enemy activities, locations of high-value personnel, and threats to the force, that they may incur if they restrict HCT collection activities.

Human Intelligence Legal Obligations

7-32. Applicable U.S. law and regulations and international law govern HUMINT collection operations. HUMINT operations may be further restricted by status-of-forces agreements (SOFAs) and other agreements, Executive orders, rules of engagement (ROE), and local laws. Such documents, however, cannot permit interrogation actions that are illegal under U.S. or international law.

Human Intelligence Connectivity and Bandwidth Requirements

7-33. With the exception of the size, activity, location, unit, time, equipment (SALUTE) report, most HUMINT reporting requires considerable bandwidth. Deployed HCTs must be able to travel to and report from all areas in the AO. Digital communication equipment must be able to provide reliable connectivity with team reporting channels and sufficient bandwidth for transmission of reports, including digital imagery.

Human Intelligence Reporting and Immediate Access to Sources

7-34. Except in tactical situations, when HUMINT collectors are in immediate support of maneuver units, HUMINT collection and reporting takes time. In stability operations, sources need to be assessed and

developed. Once they are developed, they need to be contacted, which often takes time and coordination. In offensive and defensive operations, HUMINT collection at EPW holding areas may still be timely enough to meet tactical and operational requirements.

HUMAN INTELLIGENCE IN MANEUVER ORGANIZATIONS

7-35. HUMINT assets are integrated into maneuver organizations to support operations.

BRIGADE COMBAT TEAM

7-36. The brigade combat team's (BCT's) organic military intelligence (MI) company's ground collection platoon has one four-person HUMINT operational management team (OMT) consisting of a—

- WO (351M).
- HUMINT noncommissioned officer (35M).
- Two junior enlisted Soldiers (35M).

7-37. In addition, the BCT's ground collection platoon has three organic four-person HCTs consisting of—

- One E6 35M3L.
- One E5 35M2L.
- One E4 35M1O.
- One E3 35M1O.

7-38. The HUMINT OMT provides the first level of technical channels, as well as management to subordinate HCTs that conduct HUMINT operations. The OMT must be prepared to control any additional HCTs that may be pushed down from higher echelon to support the BCT.

STRYKER BRIGADE COMBAT TEAM

7-39. The Stryker brigade combat team's (SBCT's) organic MI company's CI and HUMINT collection platoon has two organic HUMINT OMTs and four organic HUMINT teams, each with an organic CI agent. Additional HCTs (and OMTs) may be pushed down to the SBCT from the division's MI battalion. Within the SBCT reconnaissance squadron, there is a total of 36 organic HUMINT collectors (35M)—12 per reconnaissance troop, four per platoon, one per squad.

DIVISION AND CORPS

7-40. The battlefield surveillance brigade (BFSB) MI battalion has three companies with HUMINT assets and a HUMINT and CI team organic to the BFSB S-2. The collection and exploitation company has three HUMINT OMTs that control a total of 12 HCTs. The collection and exploitation company provides general support coverage for the division. The two CI/HUMINT companies, each has four organic HUMINT OMTs. Each OMT controls up to four HCTs. The CI/HUMINT company provides direct support to the BCT. When HCTs are pushed down to brigade level, OMTs may also be required to be pushed down to control the additional HUMINT assets.

ARMY SERVICE COMPONENT COMMAND

7-41. HUMINT operations to satisfy combatant command-level intelligence requirements are satisfied by the U.S. Army Intelligence and Security Command's (INSCOM's) Army Operational Activity, which also has the capability to provide HUMINT subject matter expert support to deployed commanders.

JOINT TASK FORCE

7-42. At the JTF level, the INSCOM MI brigade has HUMINT assets that could be employed as HUMINT OMTs and HCTs to provide coverage for the supported unit or that could be pushed down to subordinate units.

HUMAN INTELLIGENCE AUTHORITIES

7-43. The Secretary of Defense has designated the Director of the Defense Intelligence Agency (DIA) as the Defense HUMINT Manager for the entire DOD. To assist the Defense HUMINT Manager, a new organization called the Defense HUMINT Management Office has been established to provide standardization across DOD for HUMINT policy, training, and operations.

7-44. The Undersecretary of Defense for Intelligence has promulgated new policy for the conduct of DOD HUMINT. The new policy designates combatant commanders, the Director of DIA, and the military service senior intelligence officers (Headquarters, Department of the Army Deputy Chief of Staff [DCS], G-2) as HUMINT executors. The Secretary of Defense has given the HUMINT executors authority to approve their respective component's HUMINT activities to support military operations. Therefore, the Army DCS, G-2 can approve HUMINT activities conducted by the Army to support departmental or combatant commander requirements.

HUMAN INTELLIGENCE TECHNICAL CHANNELS

7-45. HUMINT falls under the appropriate echelon 2X. See chapter 6 for details about 2X operations.

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Chapter 8

Geospatial Intelligence

INTRODUCTION

8-1. There are many producers of geospatial intelligence (GEOINT), and the users of GEOINT extend from the national level down to the lowest tactical level. The overall GEOINT enterprise that supports operations extends across all Services, multinational partners, and other organizations during joint operations and unified action. GEOINT requirements, methods of collection (and associated systems), and products vary widely based on the echelon of support and the various types of operations.

8-2. The Army does not conduct GEOINT operations in isolation. GEOINT is comprised of many ongoing operations and activities across the Department of Defense (DOD). The National System for Geospatial-Intelligence (NSG) manages operations through guidance, policy, programs, and organizations. The NSG is the combination of technology, policies, capabilities, doctrine, activities, people, data, and communities necessary to produce GEOINT in the form of integrated intelligence across multiple environments. The NSG community consists of members and partners:

- Members include the intelligence community, joint staff, military departments (including the Services), and combatant commands.
- Partners include civil applications committee members, international partners, industry, academia, defense service providers, and civil community service providers.

NATIONAL SYSTEM FOR GEOSPATIAL-INTELLIGENCE AND NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

8-3. The Director of National Geospatial-Intelligence Agency (NGA) serves as the functional manager for GEOINT in accordance with applicable laws, Director of National Intelligence (DNI) and Department of Defense (DOD) directives, guidance, and agreements. In that role, Director, NGA, also informs and guides NSG activities on GEOINT operations. Additionally, the NSG functional manager is responsible for the “end-to-end GEOINT process,” sets standards for the GEOINT architecture and products, and provides technical guidance for systems using GEOINT.

8-4. *Geospatial intelligence* is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. GEOINT consists of imagery, imagery intelligence, and geospatial information (JP 2-03). (10 USC 467 establishes GEOINT.)

- **Imagery:** A likeness or representation of any natural or manmade feature or related object or activity and the positional data acquired at the same time the likeness or representation was acquired, including products produced by space-based national intelligence reconnaissance systems, and likenesses and representations produced by satellites, airborne platforms, unmanned aircraft systems, or similar means. This does not include handheld or clandestine photography taken by or on behalf of human intelligence (HUMINT) collection organization.
- **Imagery intelligence (IMINT):** The technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collateral materials.
- **Geospatial information:** Information that identifies the geographic location and characteristics of natural or constructed features and boundaries on the Earth, including statistical data and information derived from, among other things, remote sensing, mapping, and surveying technologies and mapping, charting, geodetic data, and related products.

8-5. The NGA, as the functional manager, published National System for Geospatial Intelligence (NSG): Geospatial Intelligence (GEOINT) Basic Doctrine, Publication 1-0, the capstone GEOINT doctrine publication, in September 2006. This NSG doctrine explains that GEOINT is an intelligence discipline that has evolved from the integration of imagery, IMINT, and geospatial information. The basic capabilities and products of these three areas still exist as the foundation of GEOINT.

8-6. NSG doctrine discusses four fundamental aspects of GEOINT:

- The discipline of GEOINT.
- The data that comprise GEOINT.
- The process used to develop GEOINT products.
- The products derived from GEOINT data.

8-7. GEOINT provides a common framework for supporting joint operations to better enable mission accomplishments across the range of military operations and with all mission partners. GEOINT support to joint operations supports the multidirectional flow and integration of geospatially referenced data from all sources to achieve shared situational awareness of the operational environment, near real-time tracking, and collaboration between forces. The GEOINT cell at the combatant command coordinates closely with the joint force commander GEOINT cell (if the combatant command and joint force commander are two different organizations) to ensure continuity in operations across all functions, organization levels, and levels of warfare.

8-8. GEOINT activities necessary to support joint operations include the capability to define GEOINT requirements, discover and obtain GEOINT, put GEOINT in a useable form, and then maintain, use, and share GEOINT. The GEOINT cell interfaces directly with the user to define user requirements. Then it interfaces with the NSG to obtain and provide the best quality GEOINT possible directly to the warfighter in fulfillment of the broad range of requirements depicted by the various mission functions. The GEOINT cell supports joint operations with five activities:

- Define GEOINT mission requirements.
- Obtain mission-essential GEOINT.
- Evaluate available GEOINT data.
- Use and disseminate GEOINT.
- Maintain and evaluate GEOINT.

8-9. The use of GEOINT can be categorized into five general areas:

- General military intelligence and indications and warning.
- Safety of navigation.
- Operational awareness.
- Mission planning and command and control.
- Target intelligence.

8-10. The combatant commands develop area and point target GEOINT requirements to support the planning and execution of joint operations. The GEOINT cell assigned to combatant commands is responsible for coordinating all GEOINT requirements within its area of responsibility while ensuring that the supporting commands or component commands are executing theater and mission-specific GEOINT requirements. This includes planning provisions for war reserve requirements and enabling the common operational picture (COP) with a GEOINT framework for all needed layers of geospatial information.

8-11. Each combatant command (except the U.S. Strategic Command) has also established a joint intelligence operations center (JIOC) to plan, prepare, integrate, direct, synchronize, and manage continuous full-spectrum defense intelligence operations. The goal of all JIOCs is the integration of intelligence into operations to increase the speed, power, and effectiveness of DOD operations. These organizations facilitate access to all available intelligence sources and analyze, produce, and disseminate timely, relevant, accurate, predictive, and tailored all-source intelligence and GEOINT to support planning and execution of military operations. The combatant commands have imagery exploitation, geospatial information, and services capabilities.

8-12. The types of imagery-derived products generated by the combatant commands include text reports, database entries, target materials and support products, visualization products, and annotated graphics. The GEOINT cell provides advice to the combatant commander on all geospatial information and geodetic sciences. While the combatant commands rely heavily on basic maps, charts, target coordinates, geodetic surveys, and other standard geospatial information provided by NGA, they also research, develop, and produce their own mission-specific, specialized geospatial products and services for the combatant commander and components. These products (for example, aeronautical and hydrographic products, terrain graphics and data, charts, perspective views, image graphics, target materials) provide value-added improvements to NGA digital products.

8-13. The NGA support team (NST) is the primary mechanism for interaction between the combatant commands and NGA. The NST coordinates NGA's operational, policy, and training support to its customers. NGA maintains NSTs at the Joint Staff, combatant commands, Services, and DOD agencies.

8-14. A typical NST is composed of a senior representative (a military O-6 or a defense intelligence senior leader), staff officers, and imagery and geospatial analysts. A reach component at NGA Headquarters focuses NGA production support. In addition to using NSTs, NGA may deploy crisis or geospatial support teams of imagery and geospatial analysts upon request, independently, as augmentation to an existing NST, or as part of a national intelligence support team (NIST).

8-15. A NIST is a nationally sourced team composed of intelligence and communications experts from Defense Intelligence Agency (DIA), Central Intelligence Agency (CIA), National Security Agency (NSA), or any combination of these agencies. These teams of government and/or contract personnel employ deployable GEOINT production systems. NST personnel have reachback to NGA for data and products, fuse this information with tactical and theater sources, and work with users to produce products tailored to their needs. For more information on joint GEOINT doctrine, refer to JP 2-03.

GEOSPATIAL INTELLIGENCE WITHIN ARMY DOCTRINE

8-16. Based on the Army's organizational construct, GEOINT is described as intelligence derived from the exploitation and analysis of imagery with geospatial information to describe, assess, and visually depict physical features and geographically referenced activities in the operational environment. GEOINT consists of imagery, IMINT, and geospatial information.

8-17. There are unique characteristics of each Service's portion (or extension) of the GEOINT enterprise. Each member of the enterprise has unique requirements. Within intelligence, the nature of a Service's requirements drives the conduct of unique intelligence operations (tasking, collection, processing, exploitation, dissemination, and the ultimate presentation).

8-18. Army GEOINT operations are complementary to NGA and joint operations, and the Army works within the same enterprise (the NSG) to improve the quality of intelligence support to all operations. Both the Army intelligence and engineer communities recognize the DOD GEOINT enterprise—and everything encompassed in the enterprise—and acknowledge GEOINT as an intelligence discipline. However, the Army doctrinal distinction is based on the operational construct of an intelligence discipline that is intelligence-product oriented. The full power of GEOINT for the Army is achieved from the integration and analysis of all three capabilities, which results in more comprehensive and tailored intelligence products for a wide scope of Army requirements and users across all of the warfighting functions.

8-19. The Army implements GEOINT through both geospatial engineer and military intelligence (MI) units. Previously, engineer and MI units worked independently in the creation of GEOINT products. Currently, permanent geospatial planning cells (GPCs) are situated at the theater Army, and the creation of GEOINT cells from the brigade combat teams to the theater Army provides for fully fused GEOINT analysis functions as an inherent capability of the J-2/intelligence officer. The primary GEOINT services each brings to the GEOINT cells are—

- MI units and organizations that provide imagery and IMINT to the enterprise.
- Geospatial engineer units that provide geospatial data and information to the enterprise.

8-20. Geospatial engineer units that are located at the theater Army level are the GPCs. The GPC mission is to collect, create, manage, and disseminate geospatial data, information, and products for the area of responsibility. GPCs are responsible for providing geospatial data, information, and products to geospatial engineering units for dissemination to Army Battle Command Systems and for coordinating the acquisition and production activities of geospatial engineering units operating within GPCs' area of responsibility. GPCs also coordinate with NGA, host or allied nation geospatial support activities, and higher headquarters to create and maintain a geospatial architecture from national to tactical levels.

8-21. The conduct of operations depends on geospatial data and imagery. That geospatial data and imagery is the foundation for the COP, and it facilitates situational understanding for all of the warfighting functions. The COP is a critical tool to integrate all Army operations by providing a common view of operations and the operational environment. One of the primary data managers for the COP is the geospatial engineer at every echelon down to the brigade combat team. The GEOINT cell is responsible for creating and maintaining the GEOINT database of the COP. The GEOINT database establishes the geospatial data foundation for the GEOINT cell. These databases include enterprise databases such as the Theater Geospatial Database and Imagery Product Library.

8-22. The GEOINT cell provides direct support to create GEOINT products. The GEOINT cell is responsible for coordinating GEOINT requirements within the area of responsibility. The GEOINT cell provides the commander visualization of the area of operations (AO) and manages the geospatial and imagery foundations of the COP. GEOINT cells provide a collaborative environment for the geospatial engineer and imagery analyst to achieve maximum development of GEOINT products.

8-23. A cell is a group of personnel with specific skills brought together to accomplish key functions. GEOINT cells are composed of imagery analysts supported by geospatial engineers to provide commanders a more complete picture of the physical environment and infrastructure in the operational environment. The advantages of GEOINT cells include centralized GEOINT production, synchronization of effort, reduction of redundancy, and maximization of the imagery analyst and the geospatial engineer skills.

8-24. There are other differences in the Army construct. The Army—

- Views the current categories of imagery, IMINT, and geospatial information as sufficient and more specific for Army purposes. GEOINT is unique and necessary to describe a value-added to intelligence operations through analysis and integration and/or combination of imagery, IMINT, and geospatial information.

Note. According to NSG: GEOINT Basic Doctrine, Publication 1-0, “Almost any type of GEOINT can be produced without using intelligence analysis”

- Recognizes that geospatial engineers are not the sole providers of geospatial data and information to the enterprise. All Soldiers and units provide this data; the geospatial engineers verify and manage this data for the Army. Geospatial engineers also produce data and GEOINT products, enhance existing data, reconcile data conflicts, and analyze and disseminate data.
- Maintains a tactical intelligence architecture and uses systems that are significantly different from the other aspects of the GEOINT enterprise. NGA develops GEOINT architecture and standards for the GEOINT enterprise. Army intelligence units and organizations do not control all the different forms of data (imagery and geospatial), the different systems, and the tactical command and control network.
- Manages commander's requirements for information that falls across all of the Army's warfighting functions and differs from NGA requirements to support DOD.
- Has a doctrinal information hierarchy established in FM 6-0 that builds from data to information, to knowledge, to understanding. In this hierarchy, intelligence (depending on the level of detail) can be resident anywhere from the information to the understanding levels.

8-25. The Army recognizes, as stated in NSG: GEOINT Basic Doctrine, Publication 1-0, that GEOINT's added value is based on the prerequisite for analysis and the integration and/or combination of all three

elements that result in more comprehensive and tailored intelligence support. Also, just like NGA, Army doctrine recognizes four fundamental aspects of GEOINT:

- GEOINT as an intelligence discipline. The GEOINT discipline encompasses all intelligence tasks and intelligence activities involved in the planning, collection, processing, analysis, exploitation, and dissemination of GEOINT.
- GEOINT as the product defined above.
- Unique processes used to develop GEOINT.
- Unique data used to develop GEOINT.

8-26. The goal of Army GEOINT operations is to provide tailored products that serve as the foundation for the COP and facilitate the commander's gaining situational understanding. Just as it states in NSG: GEOINT Basic Doctrine, Publication 1-0, "Advances in technology and the use of geospatial data have created the ability to integrate and/or combine elements of any or all of the areas, along with other elements of information, resulting in many new, more sophisticated capabilities for producing products and conducting analysis.... Advanced technology now provides the capability to use and combine geospatial data in different ways to create interactive/dynamic, customized visual products. It allows the analyst to quickly make more complex connections between different types of data and information than previously possible." GEOINT is a major step toward improving Army intelligence and intelligence operations.

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Chapter 9

Imagery Intelligence

DEFINITIONS

- 9-1. *Imagery intelligence* is the technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collateral materials (JP 2-03).
- 9-2. Imagery analysis is the science of converting information extracted from imagery into intelligence about activities, issues, objects, installations, and/or areas of interest.
- 9-3. Imagery exploitation involves the evaluation, manipulation, and analysis of one or more images to extract information related to a list of essential elements of information. There are three phases of imagery exploitation: first phase, also known as time-dominant, and second and third phases, which are nontime-dominant. The purpose of time-dominant exploitation (first phase) is to satisfy priority requirements of immediate and/or identify changes or activities of immediate significance. The purpose of second phase exploitation is to provide an organized and comprehensive account of the intelligence derived from validated intelligence requirements tasking. In the third phase, detailed, authoritative reports on specific installation, objects, and activities are prepared by the agencies participating in the exploitation effort. (See JP 2-03.)

ROLE

- 9-4. The role of imagery intelligence (IMINT) is to assist commanders in applying and protecting their combat power and support operations. Imagery often enhances the commander's situational understanding of the area of operations (AO). Imagery is also used for military planning, training, and operations that include navigation, mission planning, mission rehearsal modeling, simulation, and precise targeting. Imagery assets, particularly unmanned aircraft systems (UASs) and moving target indicator (MTI) systems, are useful in cueing other intelligence, surveillance, and reconnaissance (ISR) systems. Other than direct human observation, IMINT is the only intelligence discipline that allows commanders to visualize the AO in near real time as the operation progresses. When maps are not available, hardcopy or softcopy versions of imagery can act as substitutes. Imagery can update maps or produce grid-referenced graphics. Detailed mission planning and intelligence preparation of the battlefield (IPB) often require imagery, including three-dimensional stereo images, to provide the degree of resolution necessary to support specialized planning.

FUNDAMENTALS

- 9-5. Some imagery assets are very responsive to individual commander's critical information requirements (CCIRs). Some tactical and theater imagery collection platforms can transmit imagery data directly into the command posts. Examples include data from UASs, the Joint Surveillance Target Attack Radar System (JSTARS), and Airborne Reconnaissance Low. This direct downlink enables the intelligence officer to exploit the imagery as soon as possible instead of waiting for finished imagery products. Anyone can look at an image, but a trained imagery analyst is necessary to accurately assess the intelligence value of the imaged data.
- 9-6. Imagery-related equipment has undergone a reduction in size. The modularity and size reduction of imagery analysis, processing, and display systems facilitates transport; this allows commanders to deploy with fewer systems while retaining capabilities and systems (or subsystems) required to complete the mission. Imagery considerations include communications bandwidth, product classification, releasability,

and equipment and software for imagery analysts to perform their mission. Data compression allows faster transmission of imagery products directly to the warfighter.

IMAGERY COLLECTION PLATFORMS

9-7. There are two general types of imagery collection platforms:

- **Satellites**—comprised of national technical means and commercial spaceborne platforms.
- **Airborne systems**—comprised of national, commercial, theater, and tactical systems.

NATIONAL TECHNICAL MEANS

9-8. National systems are developed specifically for supporting the President of the United States, the Secretary of Defense, other national agencies, and U.S. military forces. These systems respond to the needs of the nation and those of the combatant commands.

COMMERCIAL

9-9. Commercial companies build, launch, and operate satellite and airborne imagery platforms for profit. In times of crises, license agreements with the U.S. Government obligate U.S. commercial satellite imaging systems to provide data only to the U.S. Government at the market value. This protects information concerning U.S. operations from threat exploitation from commercial systems such as Google Earth. However, the U.S. Government cannot afford to buy all the commercial imagery available for a crisis, and foreign commercial imagery systems are not bound to this arrangement; therefore, the nation's enemies and adversaries may use these imagery sources. Commercial imagery has become increasingly valuable for many reasons:

- Due to its unclassified nature, civil and commercial imagery are useful in an open environment; they may be released to other government agencies, intergovernmental or nongovernmental organizations, and multinational partners. Civil and commercial imagery can be made available for public release.
- The use of civil and commercial imagery allows national technical means systems more time to focus on other intelligence functions.
- Civil and commercial imagery sources and companies offer electro-optical and radar imagery. Some offer large area collection useful for broad area coverage purposes, normally at a reduced resolution.

9-10. The National Geospatial-Intelligence Agency (NGA) Source Directorate is responsible for ordering commercial imagery. The Unclassified National Imagery Library is available to research Department of Defense (DOD)-purchased commercial imagery. The intelligence officer should consult the NGA Source Directorate when forming commercial imagery requests.

THEATER

9-11. Theater reconnaissance assets provide medium- to high-resolution imagery coverage to unified commands, joint task forces, or major component commands and serve to fill the gaps in coverage from national-level assets. The primary purpose of these assets is to support theater-level operations by providing imagery coverage over those gaps in national-level assets. Theater-imagery collection assets generally have more standoff capability than tactical-level assets and therefore are capable of detecting, tracking, and designating targets at a greater distance than tactical assets. This capability helps ensure greater survivability of these assets. Theater-level assets also support tactical operations when tactical collection assets are unavailable. Theater combined air operations centers hold approval authority for theater assets.

TACTICAL

9-12. Tactical commanders are engaged in the close fight and therefore have unique intelligence requirements. Tactical collection assets are used to designate and collect on tactical-level targets within the

commander's AO. These assets are used to answer intelligence requirements, such as the enemy's current disposition and the enemy defensive preparations on or near friendly objectives. Tactical collection assets are organic to tactical commanders and therefore are extremely responsive to their collection requirements.

TYPES OF IMAGERY SENSORS

9-13. There are two general types of imagery sensors: electro-optical and radar. Electro-optical sensors include—

- Panchromatic (visible).
- Infrared.
- Spectral (multispectral and hyperspectral).
- Polarimetric.

9-14. Radar sensors are synthetic aperture radar systems that collect and display data either as representations of fixed targets or as moving target indicators. Each sensor and platform has a unique capability, with distinct advantages and disadvantages. The intelligence officer must understand the capability of each sensor and platform to make the best selection for the mission and enable users to understand the intelligence received. Certain sensors are better suited for military operations than others. (Table 9-1, page 9-4, lists these sensors' capabilities).

IMAGERY INTELLIGENCE IN THE INTELLIGENCE PROCESS

9-15. The IMINT discipline has several unique considerations throughout the continuing activities and steps of the intelligence process.

GENERATE INTELLIGENCE KNOWLEDGE

9-16. The intelligence officer should research targets using online imagery databases early and request those nonperishable imagery products for contingency planning. National and combatant command imagery databases may hold recently imaged areas that could meet the commander's immediate needs instead of requesting new imagery collection.

ANALYZE

9-17. Timeliness is critical not only to imagery collection but also to IMINT reporting and imagery analysis. It is difficult to separate IMINT reporting from imagery analysis in this discussion, as demonstrated below; the three phases of IMINT reporting all depend on timeliness requirements. Each phase represents a different degree of analysis and period available to accomplish imagery exploitation:

- **First phase** imagery analysis (time-dominant) is the rapid exploitation of newly acquired imagery to satisfy an immediate need based on the commander's requirements. Time-dominant exploitation and reporting are accomplished in accordance with unit standing operating procedures (SOPs) but not later than 24 hours after receipt of imagery. This phase satisfies priority intelligence requirements (PIRs) and/or identifies changes or activity of immediate significance. First phase imagery analysis normally results in an initial phase imagery report.
- **Second phase** imagery analysis is the detailed exploitation of recently acquired imagery and the reporting of imagery-derived intelligence and information while meeting the production and timeliness requirements. Other intelligence discipline source material may support second phase imagery, as appropriate, and may result in a secondary supplemental imagery report.
- **Third phase** imagery analysis is the detailed analysis of all available imagery pertinent to a specific information requirement and the subsequent production and reporting resulting from this analysis within a specified time. This phase provides an organized detailed analysis of an imagery target or topic, using imagery as the primary data source but incorporating data from other sources as appropriate.

Table 9-1. Sensor characteristics matrix

| <i>Sensors</i> | <i>Advantages</i> | <i>Disadvantages</i> |
|--|--|--|
| <p>Panchromatic (visible) Best tool for—</p> <ul style="list-style-type: none"> • Daytime. • Clear weather. • Detailed analysis. <p>Includes full motion video and electro-optical still frame imagery.</p> | <ul style="list-style-type: none"> • Affords a familiar view of a scene. • Offers system resolution unachievable in other optical systems or in thermal images and radars. • Preferred for detailed analysis and mensuration. • Offers stereoscopic viewing. | <ul style="list-style-type: none"> • Restricted by terrain and vegetation. • Limited to daytime use only. • Degraded imagery in other than clear weather. |
| <p>Infrared Best tool for—</p> <ul style="list-style-type: none"> • Nighttime. • Clear weather. • Detection of human activity. <p>Includes Overhead Persistent Infrared (OPIR).</p> | <ul style="list-style-type: none"> • Impossible to jam a passive sensor. • Camouflage penetration. • Nighttime imaging capability. | <ul style="list-style-type: none"> • Ineffective during thermal crossover periods. • Not easily interpretable; requires skilled analysis. • Cannot penetrate clouds. |
| <p>Radar Useful for detecting the presence of objects at night and in bad weather. Includes synthetic aperture radar still frame imagery, and moving target indicator (MTI) data.</p> | <ul style="list-style-type: none"> • All weather; penetrates fog, haze, clouds, and smoke. • Day or night use. • Active sensor; does not rely on visible light or thermal emissions. • Best sensor for change detection; good standoff capability. • Large area coverage. • Moving target detection. | <ul style="list-style-type: none"> • Not easily interpretable; does not produce a literal representation of imaged area. • Requires skilled analysis. • Difficult to obtain positive identification or classification of equipment. |
| <p>Multispectral imagery Best tool for—</p> <ul style="list-style-type: none"> • Mapping purposes. • Terrain analysis. | <ul style="list-style-type: none"> • Large database available. • Band combinations can be manipulated to enhance interpretability. • Images can be merged with other digital data for higher resolution. | <ul style="list-style-type: none"> • Large files slow to ingest. • Not easily interpretable; requires skilled analysis. • Computer manipulation requires large memory and storage capabilities; requires large processing capabilities. |

9-18. The two types of imagery exploitation are national and departmental:

- **National exploitation** is imagery exploitation that supports Presidential requirements, National Security Council requirements, congressional requirements, or requirements of a common concern to the intelligence community.
- **Departmental exploitation** is imagery exploitation that supports assigned missions of a single agency, department, or command. Imagery analysts complete departmental exploitation to satisfy requirements depending on phase and exploitation and report the results as soon as possible. Timelines for completing exploitation vary depending on unit SOPs.

ASSESS

9-19. Upon receipt, the requestor should immediately assess the imagery product for accuracy and relevance to the original request. The requestor then notifies and informs the imagery analyst of the extent to which the product answered the PIRs. Providing feedback, regarding the product, to the producer helps ensure that the producer will provide the required information in the correct format. The following are some of the questions the requestor should consider when providing feedback to the producer:

- Does the product have the proper classification markings?
- Is the product format acceptable?
- Is additional product or future product information needed?
- Is excess product information included?
- Does the IMINT product satisfy the requirement?

DISSEMINATE

9-20. IMINT products are disseminated in digital and hardcopy formats. Analysts at the producing organization are responsible for ensuring dissemination. Digital dissemination is the primary means of dissemination. It can be accomplished by posting products to organizational image product libraries and intelligence community Web sites, or even disseminating directly via e-mail (such as in JPEG format). Couriers or other mail systems will distribute the hardcopy products.

PLAN

9-21. Determining requirement is the first step in planning for IMINT. The staff must clearly articulate their intelligence requirements to include communicating what the mission is and how the requested product will aid in mission accomplishment. The intelligence officer should submit the imagery, collection, and production requirements in the Geospatial Intelligence Management System (GIMS) using established procedures such as those in unit SOPs or as established by the combatant command.

9-22. The intelligence officer must also determine the specific imagery requirements to avoid burdening the system with unnecessary requests. The desire for imagery products often exceeds the capabilities of the imaging system. Therefore, it is imperative that intelligence officers consider the type of analysis needed and request only what they require. The specifications of the request for IMINT products often affect the timeliness of the response. For example, determining if vehicles are tanks requires less time and resolution than determining the make, model, and tank capabilities.

9-23. IMINT products include—

- Imagery that detects and/or identifies and locates specific unit types, equipment, obstacles, and potential field fortifications from which intelligence analysts can assess enemy capabilities and develop possible courses of action.
- Imagery that updates maps and enhances the interpretation of information from maps. Detailed mission planning uses imagery including stereo images for three-dimensional viewing of the terrain.
- MTI and full-motion video displays or products that provide a near real-time picture of an object's movement by indicating its speed, location, and direction of travel. MTI systems do not differentiate friendly from enemy forces.
- Imagery that supports protection of the force by helping commanders visualize how their forces look, including their disposition, composition, and vulnerabilities, as exploited by enemy IMINT systems.
- Target packets with imagery of the high-value targets and high-payoff targets that include critical elements of the targets and potential collateral damage.
- Imagery that supports combat assessment to confirm damage, determine the percentage of damage, or whether the target was unaffected.
- Advanced geospatial intelligence (GEOINT) products that can determine change detection, specific weapon system identifications, chemical compositions and material content, and a threat's ability to employ these weapons.

PREPARE

9-24. The intelligence officer's IMINT-related actions during the prepare step include establishing or verifying the portion of the intelligence communications architecture that supports receipt, processing,

displaying, and analysis of imagery. Additionally, the intelligence officer ensures that required IMINT analytical assets and resources are prepared to provide support or are available through intelligence reach. Lastly, the intelligence officer also ensures that IMINT reporting and dissemination channels and procedures are in place and rehearsals are conducted with all pertinent IMINT elements to ensure interoperability.

COLLECT

9-25. A given target will not necessarily receive continuous coverage due to the possible conflict between the number and priority of targets and the number and availability of imaging assets. However, a commander may decide to have continuous surveillance of certain targets, for specified periods, usually using organic imaging assets (for example, UASs) although this detracts from the commander's ability to use these assets for other imagery targets within the area of interest.

PRODUCE

9-26. The imagery analyst ensures the IMINT product satisfies the associated intelligence requirements and the product is in the required format. The quality and resolution of the product highly depends on the type of sensor, the platform, collection geometry, the time of day, and the weather conditions. The quality and resolution directly affect the imagery analyst's ability to identify objects and analyze activity within the images.

Chapter 10

Measurement and Signature Intelligence

DEFINITION AND TERMS

10-1. *Measurement and signature intelligence* is intelligence obtained by quantitative and qualitative analysis of data (metric, angle, spatial, wavelength, time dependence, modulation, plasma, and hydromagnetic) derived from specific technical sensors for the purpose of identifying any distinctive features associated with the emitter or sender, and to facilitate subsequent identification and/or measurement of the same. The detected feature may be reflected or emitted (JP 2-0).

10-2. Measurement and signature intelligence (MASINT) collection systems include but are not limited to radar, spectroradiometric, electro-optical, acoustic, radio frequency, nuclear detection, and seismic sensors, as well as techniques for collecting chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) signatures and other materiel samples.

10-3. MASINT requires the translation of technical data into recognizable and useful target features and performance characteristics. Computer, communication, data, and display processing technologies now provide MASINT to support operations.

10-4. There are six subdisciplines within MASINT:

- **Radar.** The active or passive collection of energy reflected from a target or object by line of sight, bistatic, or over-the-horizon radar systems. Radar-derived collection provides information on radar cross-sections, tracking, precise spatial measurements of components, motion and radar reflectance, and absorption characteristics for dynamic targets and objectives. A side-looking airborne radar system, coupled with advanced MASINT processing techniques—
 - Provides a high resolution, day-and-night collection capability.
 - Can produce a variety of intelligence products that identify or provide change detection, terrain mapping, underwater obstacles, dynamic sensing of targets in clutter, and radar cross-section signature measurements.
- **Radio frequency.** The collection, processing, and exploitation of electromagnetic emissions from a radio frequency emitter, radio frequency weapon, radio frequency weapon precursor, or a radio frequency weapon simulator; collateral signals from other weapons, weapon precursors, or weapon simulators (for example, electromagnetic pulse signals associated with nuclear bursts); and spurious or unintentional signals.
 - **Electromagnetic pulses.** Measurable bursts of energy from a rapid change in a material or medium, resulting in an explosive force, produces radio frequency emissions. The radio frequency pulse emissions associated with nuclear testing, advanced technology devices, power and propulsion systems, or other impulsive events can be used to detect, locate, identify, characterize, and target threats.
 - **Unintentional radiation.** The integration and specialized application of MASINT techniques against unintentional radiation sources that are incidental to the radio frequency propagation and operating characteristics of military and civil engines, power sources, weapons systems, electronic systems, machinery, equipment, or instruments. These techniques may be valuable in detecting, tracking, and monitoring a variety of activities of interest.
- **Electro-optical.** The collection, processing, exploitation, and analysis of emitted or reflected energy across the optical portion (ultraviolet, visible, and infrared) of the electromagnetic spectrum. MASINT electro-optical capabilities provide detailed information on the radiant

intensities, dynamic motion, spectral and spatial characteristics, and the material composition of a target. Electro-optical data collection has broad application to a variety of military, civil, economic, and environmental targets. Electro-optical sensor devices include radiometers, spectrometers, nonlateral imaging systems, lasers, or laser detection and ranging systems:

- **Infrared.** A subcategory of electro-optical that includes data collection across the infrared portion of the electromagnetic spectrum where spectral and thermal properties are measured.
- **LASER.** Integration and specialized application of MASINT electro-optical and other collection to gather data on laser systems. The focus of the collection is on laser detection, laser threat warning, and precise measurement of the frequencies, power levels, wave propagation, determination of power source, and other technical and operating characteristics associated with laser systems—strategic and tactical weapons, range finders, and illuminators.
- **Hyperspectral imagery.** A subcategory of intelligence derived from electro-optical sensors resulting from reflected or emitted energy in the visible and infrared spectrum used to improve target detection, discrimination, and recognition. Hyperspectral imagery can detect specific types of foliage (supporting drug-crop identification; disturbed soil); supporting the identification of mass graves, minefields, caches, underground facilities or cut foliage; and variances in soil, foliage, and hydrologic features—often supporting CBRNE contaminant detection.
- **Spectroradiometric products.** Products that include electro-optical spectral (frequency) and radiometric (energy) measurements. A spectral plot represents radiant intensity versus wavelength at an instant in time. The number of spectral bands in a sensor system determines the amount of detail that can be collected about the source of the object being viewed. Sensor systems range from multispectral (2 to 100 bands) to hyperspectral (100 to 1,000 bands) to ultraspectral (1,000+ bands). More bands provide more discrete information or greater resolution. The characteristic emission and absorption spectra serve to signature or define the makeup of the feature that was observed. A radiometric plot represents the radiant intensity versus time. An example is the radiant intensity plot of a missile exhaust plume as the missile is in flight. The intensity or brightness of the object is a function of several conditions including its temperature, surface properties or material, and how fast it is moving. For each point along a time-intensity radiometric plot, a spectral plot can be generated based on the number of spectral bands in the collector.
- **Geophysical.** Geophysical MASINT involves phenomena transmitted through the earth (ground, water, atmosphere) and manmade structures including emitted or reflected sounds, pressure waves, vibrations, and magnetic field or ionosphere disturbances. Unattended ground sensors (UGS) are an example of geophysical sensors:
 - **Seismic.** The passive collection and measurement of seismic waves or vibrations in the earth's surface.
 - **Acoustic.** The collection of passive or active emitted or reflected sounds, pressure waves, or vibrations in the atmosphere or in the water. Water-based systems detect, identify, and track ships and submersibles operating in the ocean.
 - **Magnetic.** The collection of detectable magnetic field anomalies in the earth's magnetic field (land and sea). Magnetic sensors have the capability to indicate the presence and direction of travel of an object containing iron.
- **Nuclear radiation.** The information derived from nuclear radiation and other physical phenomena associated with nuclear weapons, reactors, processes, materials, devices, and facilities. Nuclear monitoring can be done remotely or during onsite inspections of nuclear facilities. Data exploitation results in characterization of nuclear weapons, reactors, and materials. A number of systems detect and monitor the world for nuclear explosions, as well as nuclear materials production.

- **Materials.** The collection, processing, and analysis of gas, liquid, or solid samples. Intelligence derived from materials is critical to collection against CBRNE warfare threats. It is also important to analyzing military and civil manufacturing activities, public health concerns, and environmental problems. Samples are both collected by automatic equipment, such as air samplers, and directly by humans. Samples, once collected, may be rapidly characterized or undergo extensive forensic laboratory analysis to determine the identity and characteristics of the sources of the samples.

ROLE

10-5. MASINT provides intelligence to the commander in full spectrum operations to facilitate situational understanding. MASINT can defeat many of the camouflage, concealment, and deception techniques currently used to deceive intelligence, surveillance, and reconnaissance (ISR) systems.

10-6. By application of near real-time analysis and dissemination, MASINT has a potential ability to provide timely situational awareness and targeting not necessarily available to other disciplines. Specifically, MASINT sensors have unique capabilities to detect missile launch; detect and track aircraft, ships, and vehicles; perform noncooperative target identification and combat assessment; and detect and track fallout from nuclear detonations. Often, these contributions are the first indicators of hostile activities.

10-7. The MASINT systems most familiar on today's battlefield are employed by ground surveillance and chemical, biological, radiological, and nuclear (CBRN) reconnaissance elements. MASINT spans the entire electromagnetic spectrum and its capabilities complement the other intelligence disciplines. MASINT provides, to varying degrees, the capability to—

- Use automatic target recognition and aided target recognition.
- Penetrate manmade and/or natural camouflage.
- Penetrate manmade and/or natural cover, including the ability to detect subterranean anomalies or targets.
- Counter stealth technology.
- Detect recently placed mines.
- Detect natural or manmade environmental disturbances in the earth's surface not discernible through other intelligence means.
- Provide signatures (target identification) to munitions and sensors.
- Enhance passive identification of friend or foe.
- Detect the presence of CBRNE agents including before, during, or after employment.
- Detect signature anomalies that may affect target-sensing systems.

FUNDAMENTALS

10-8. Within the Department of Defense (DOD), two agencies provide policy and guidance for MASINT. The National-Geospatial Intelligence Agency (NGA) is responsible for the radar and electro-optical subdisciplines, while the Defense Intelligence Agency (DIA) maintains the other four. While NGA and DIA provide policy and guidance for MASINT, their policy and guidance do not interfere with Service component operations. Each Service has a primary command or staff activity to develop requirements and coordinate MASINT effort. The Army G-2 staff is the functional manager for Army MASINT resources, policy, and guidance. Army weapons systems programs that require MASINT information to support system design or operations, submit requests through the Army Reprogramming Analysis Team or U.S. Army Intelligence and Security Command (INSCOM) channels for data collection and processing.

10-9. The scientific and technical intelligence (S&TI) community also performs MASINT collection and processing primarily to support research and development (R&D) programs and signature development. Every S&TI center has some involvement in MASINT collection or production that reflects that center's overall mission (for example, the National Ground Intelligence Center [NGIC]) has responsibility for armored vehicles and artillery). Service R&D centers such as the Communications-Electronics Command

Research, Development, and Engineering Center (RDEC), the Army Research Laboratory, and the Night Vision and Electronic Systems Laboratory are also involved in developing sensor systems for collecting and processing MASINT.

10-10. In addition to supporting the S&TI mission, INSCOM units also execute limited ground-based operational collection to support the Army Service component command (ASCC) and subordinate units.

MEASUREMENT AND SIGNATURE INTELLIGENCE IN THE INTELLIGENCE PROCESS

10-11. The MASINT discipline has several unique considerations throughout the intelligence process continuing activities—generate intelligence knowledge, analyze, assess, and disseminate—and the intelligence process steps—plan, prepare, collect, and produce.

GENERATE INTELLIGENCE KNOWLEDGE

10-12. The intelligence officer section must research targets' characteristics and capabilities that may impact the employment and use of MASINT sensors utilizing all available data before conducting operations. Additionally, the intelligence officer section must collect any existing MASINT products and identify all units, organizations, and systems that may potentially answer the commander's requirements. National and combatant command databases may hold more recent or updated information that can help MASINT planners determine the most effective MASINT means of supporting the commander's requirements.

ANALYZE

10-13. The intelligence staff analyzes intelligence and information about the enemy's equipment, doctrine, and tactics, techniques, and procedures (TTP). Using this information, along with the knowledge of friendly force MASINT capabilities, the intelligence staff develops and refines a collection strategy to maximize the use of the unit's MASINT systems to answer intelligence gaps.

ASSESS

10-14. The primary goal of the MASINT assess continuing activity is to determine whether the results of MASINT collection and production meet the requirements of the unit's ISR effort. MASINT producers must assess all facets of MASINT operations—from receipt of the ISR task to the dissemination of MASINT—in an effort to determine the effectiveness of MASINT. An assessment of the friendly force's capabilities must be conducted to ensure the continued effectiveness of, or to improve upon MASINT collection. This assessment is not only directed at each MASINT asset individually but also at the supporting intelligence communications architecture and the unit's entire ISR effort.

10-15. Additionally, the intelligence officer immediately assesses MASINT products upon receipt for accuracy and relevance. The intelligence officer must inform the MASINT producer of the extent to which the product answered the priority intelligence requirements (PIRs) or intelligence requirements. Providing feedback to the MASINT producer and collector helps improve the effectiveness and efficiency of MASINT.

DISSEMINATE

10-16. MASINT of critical importance to the force, including answers to the PIRs, is disseminated through the most expeditious means possible.

10-17. For intelligence reach operations, MASINT products are available and disseminated in a variety of forms. The requestor must ensure that the MASINT product can be transmitted over the available communications systems, including verifying the appropriate security level of the communications system.

PLAN

10-18. Some MASINT sensors can provide extremely specific information about detected targets, whereas other sensors may only be capable of providing an indication that an entity was detected. Additionally, there are varying capabilities of detection, identification, and classification among MASINT sensors. These varying capabilities require synchronizing the employment of MASINT sensors both within the MASINT discipline and within the ISR effort as a whole. (See FMI 2-01 for more information on ISR synchronization.)

10-19. Depending on the type of sensor employed, a given MASINT collection target or named area of interest (NAI) may not necessarily receive continuous coverage due to the possible conflict between the number and priority of targets and the number and availability of MASINT assets. However, a commander may decide to have continuous surveillance of certain targets by using available MASINT assets (for example, UGS like OmniSense, Silent Watch, and Scorpion).

10-20. Another consideration when planning MASINT missions is whether to use active, passive, or a combination of sensors when planning MASINT coverage—all based on the commander's intent, the mission, the mission variables, and the capabilities of the sensors. Additionally, personnel must be detailed to emplace the sensors (and retransmission systems, if necessary) and monitor sensor reports.

PREPARE

10-21. The primary responsibilities of the intelligence officer during the prepare step of the intelligence process for MASINT is to support the operations officer in identifying the best locations to emplace MASINT assets and to ensure that the intelligence officer analysts can receive and verify the information transmitted by those assets. Additionally, the intelligence officer must ensure that required MASINT analytical assets and resources are prepared to provide support or are available through intelligence reach. Since MASINT products are not as well known as products from other intelligence disciplines, the intelligence officer must be aware of the types of MASINT products available to support the operation, and then educate the rest of the unit's staff on the use of these MASINT products. Lastly, the intelligence officer must also ensure MASINT reporting and dissemination channels and procedures are in place and rehearsals are conducted with all pertinent MASINT elements to ensure interoperability.

COLLECT

10-22. MASINT provides information required to answer PIRs and other intelligence requirements to support the ISR effort. To be effective, MASINT collection must be synchronized within its own discipline, and also synchronized and integrated into the unit's overall ISR effort. MASINT sensors are employed throughout the full spectrum of operations from a variety of platforms—subsurface, ground, marine, and aerospace.

10-23. MASINT involves huge volumes of data that have to be processed before beginning analysis and production. The process function regarding MASINT involves converting raw data into a form that is suitable for performing analysis and producing intelligence. MASINT processing can include relatively simple actions (such as converting an UGS activation into a report) to a complex task (such as processing hyperspectral imagery into a report identifying the composition and concentrations of carcinogenic emissions from a factory).

PRODUCE

10-24. Effective and timely MASINT requires personnel with diverse skill sets. The MASINT producer must ensure the MASINT product satisfies the associated intelligence requirements and the product is in the required format. The quality, fidelity, and timeliness of MASINT products highly depend upon the type of target, the collection system, the system's position in relation to the target or NAI, and the weather, as well as the system operator's ability to identify the appropriate threat activity. The objective of MASINT production is to develop products useable in all-source intelligence.

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Chapter 11

Open-Source Intelligence

DEFINITION AND TERMS

11-1. *Open-source intelligence* is the discipline that pertains to intelligence produced from publicly available information that is collected, exploited, and disseminated in a timely manner to an appropriate audience for the purpose of addressing a specific intelligence requirement. Open-source intelligence (OSINT) is derived from the systematic collection, processing, and analysis of publicly available, relevant information in response to intelligence requirements. Two important related terms are open source and publicly available information:

- **Open source** is any person or group that provides information without the expectation of privacy—the information, the relationship, or both is not protected against public disclosure.
- **Publicly available information** is data, facts, instructions, or other material published or broadcast for general public consumption; available on request to a member of the general public; lawfully seen or heard by any casual observer; or made available at a meeting open to the general public.

Note. All OSINT operations conducted by intelligence personnel must comply with the legal restrictions in Executive Order 12333 (EO 12333), DODD 5100.20, and AR 381-10.

ROLE

11-2. OSINT operations are integral to Army intelligence operations. The availability, depth, and range of publicly available information enable intelligence organizations to satisfy many intelligence requirements without the use of specialized human or technical means of collection. OSINT operations support other intelligence, surveillance, and reconnaissance (ISR) efforts by providing general initial information that supports generate intelligence knowledge and enhances collection and production. As part of a single-source and all-source intelligence effort, the use and integration of OSINT ensures commanders have the benefit of all available information.

FUNDAMENTALS

11-3. The source, the information, and the collection means—rather than a specific category of technical or human resources—distinguish OSINT from other intelligence disciplines. Open sources broadcast, publish, or otherwise distribute unclassified information for public use. The collection means (techniques) for obtaining publicly available information from these media of communications are unintrusive. Other intelligence disciplines use confidential sources or intrusive techniques to collect private information:

- **Confidential source** is any person, group, or system that provides information with the expectation that the information, relationship, or both, are protected against public disclosure.
- **Private information** is data, facts, instructions, or other material intended for or restricted to a particular person, group, or organization. There are two subcategories of private information:
 - **Controlled unclassified information** requires the application of controls and protective measures, for a variety of reasons (that is, sensitive but unclassified, or for official use only), not including those that qualify for formal classification.
 - **Classified information** requires protection against unauthorized disclosure and is marked to indicate its classified status when in written or readable form.

11-4. The following characteristics address the role of publicly available information and OSINT in Army operations:

- **Provides the foundation.** The U.S. social structures, education system, news services, and entertainment industry shape worldview awareness of international events and perceptions of non-U.S. societies. This foundation can be an essential part of the generate intelligence knowledge continuing activity of the intelligence process.
- **Answers requirements.** The availability, depth, and range of public information enable intelligence and nonintelligence organizations to satisfy many of the commander's critical information requirements (CCIRs) (priority intelligence requirements [PIRs] and friendly force information requirements [FFIRs]) and information requirements without the use of specialized human or technical means of collection. Given the volume, scope, and quality of publicly available information, OSINT operations can often proceed directly from the planning step to the production step of the intelligence process.
- **Enhances collection.** Open-source research and collection support other surveillance and reconnaissance activities by answering requirements and providing foundational information (biographies, cultural information, geospatial information, technical data) that optimizes the employment and performance of sensitive human and technical means of collection.
- **Enhances production.** As part of single-source and all-source intelligence production, the use and integration of OSINT ensures commanders have the benefit of all sources of available information.

OPEN-SOURCE INTELLIGENCE CONSIDERATIONS

11-5. The Army does not have a specific military occupational specialty (MOS), additional skill identifier (ASI), or special qualification identifier (SQI) for OSINT. With the exception of the Asian Studies Detachment, the Army does not have a base table of organization and equipment (TOE) for OSINT units or staff elements. OSINT missions and tasks are imbedded within existing missions and force structures or accomplished through task organization.

11-6. The focus of Army OSINT operations is the military intelligence (MI) brigade. Each of these U.S. Army Intelligence and Security Command (INSCOM) units conducts sustained, regionally focused intelligence operations to support their Army Service component command (ASCC) and combatant command. While their OSINT capabilities may vary, each of these theater-level MI units is the focal point within the combatant command for managing Army open-source requirements and providing OSINT support to Army tactical units deploying to or operating within the combatant command's area of responsibility. When open-source skills and regional knowledge are not present in these deploying tactical units, personnel from the MI brigade may deploy with and form the core of the tactical unit's OSINT organization as well as provide the control mechanism for synchronization and information exchange between echelons.

11-7. For the most part, the considerations for OSINT are similar to those of other intelligence disciplines:

- OSINT organizations need clearly stated intelligence requirements to effectively focus collection and production.
- OSINT operations must comply with AR 381-10 and EO 12333 on the collection, retention, and dissemination information on U.S. persons.
- OSINT organizations can be overwhelmed by the volume of information to process and analyze.
- OSINT operations require qualified linguists for foreign language-dependent collection and processing tasks.

11-8. Personnel responsible for planning or executing OSINT operations must also consider the following concerns:

- Compliance.
- Limitations.
- Operations security (OPSEC).

- Classification.
- Deconfliction.
- Deception and bias.
- Intellectual property.
- Open sources and information.

COMPLIANCE

11-9. Under AR 381-10, procedure 2, Army intelligence activities may collect publicly available information on U.S. persons only when it is necessary to fulfill an assigned function. There must also be a link between the collection of the U.S. person information and the Army intelligence organization's assigned mission. Army intelligence components must exhaust the least intrusive collection means before requesting a more intrusive collection means. The following are additional considerations for Internet collection:

- Army intelligence components must use Government computers to access the Internet for official Government business unless otherwise authorized.
- Internet protocol addresses, uniform resource locators (URLs), and e-mail addresses that are not self-evidently associated with a U.S. person may be acquired, retained, and processed by Army intelligence components without making an effort to determine whether they are associated with a U.S. person as long as the component does not engage in analysis focused upon specific addresses. Once such analysis is initiated, the Army intelligence component must make a reasonable and diligent inquiry to determine whether the data is associated with a U.S. person.

LIMITATIONS

11-10. Intelligence personnel and organizations must comply with applicable Department of Defense (DOD) directives and Army regulations that govern contact with and collection of information from open sources. For example, DODD 5100.20 prohibits signals intelligence (SIGINT) organizations from collecting and processing information from public broadcasts with the exception of processing encrypted or "hidden meaning" passages. AR 380-13 prohibits the assignment of Army, military, or civilian personnel to attend public or private meetings, demonstrations, or other similar activities held off-post, to acquire counterintelligence (CI) investigative information without specific approval by the Secretary of Defense or the Undersecretary of the Army.

OPERATIONS SECURITY

11-11. More than any other intelligence discipline, the OSINT discipline could unintentionally provide indicators of U.S. military operations. Information generally available to the public as well as certain detectable activities, such as open-source research and collection, can reveal the existence of, and sometimes details about, classified or sensitive information or undertakings. Such indicators may assist those seeking to neutralize or exploit U.S. military operations. Purchasing documents, searching an Internet site, or asking questions at public events are examples of detectable open-source research and collection techniques that could provide indicators of U.S. plans and operations.

11-12. Taking OPSEC into consideration, organizations must determine what level of contact with open sources and which collection techniques might provide indicators that an enemy could piece together in time to affect U.S. military operations. In OSINT operations, countermeasures range from limiting the frequency or duration of contact with a source to prohibiting all contact with a source. If OPSEC so requires, such as to protect a Government computer from hacker retaliation, a direct reporting unit commander may approve nonattributable Internet access.

CLASSIFICATION

11-13. AR 380-5 states that intelligence producers "must be wary of applying so much security that they are unable to provide a useful product to their consumers." This is an appropriate warning for OSINT

operations where concern for OPSEC can undermine the ability to disseminate inherently unclassified information. As shown in table 11-1, the classification of source metadata, collector metadata, collected information, and derivative intelligence differs based on the means of collection and the degree of damage to national security that disclosure of this information could reasonably be expected to cause. Since it is already in the public domain, publicly available information and the source metadata are unclassified. AR 380-5, chapter 4, directs that Army personnel will not apply classification or other security markings “to an article or portion of an article that has appeared in a newspaper, magazine, or other public medium.” For reasons of OPSEC, the classification of collector information is controlled unclassified or classified information.

Table 11-1. Open-source intelligence classification considerations

| <i>If</i> | | <i>Then</i> | | | |
|---------------------------|-------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|
| <i>Information source</i> | <i>Collection means</i> | <i>Source metadata</i> | <i>Collector metadata</i> | <i>Collected information</i> | <i>Intelligence report</i> |
| Confidential | Overt | Classified or controlled unclassified | Classified or controlled unclassified | Classified or controlled unclassified | Classified or controlled unclassified |
| | Clandestine | Classified | Classified | | |
| Open | Overt | Unclassified | Controlled unclassified | Unclassified | Classified, controlled unclassified, or unclassified |
| | Nonattributable | | Classified or controlled unclassified | | |

Note. This table is prescriptive not directive. Organizations with original classification authority or personnel with derivative classification responsibilities must provide subordinate organizations and personnel with a security classification guide or guidance for information and intelligence derived from open sources in accordance with the policy and procedures in AR 380-5.

11-14. According to AR 380-5, chapter 2, a compilation of unclassified publicly available information into an intelligence product (estimate, report, or summary) is normally not classified. In unusual circumstances, the combination of individual unclassified items of information into an intelligence product may require classification if the compilation provides an added factor that warrants classification.

11-15. AR 380-5, chapter 6, provides a list of factors or classification considerations that include but are not limited to the following:

- Intelligence that reveals the identity of a conventional source or method that normally does not require classification.
- Intelligence identifying a sensitive source or method is classified, as well as the evaluation of the particular source or method.
- An intelligence requirement is classified when it reveals what is not known, what is necessary to know, and why.

Note. The intelligence staff creates sanitized, unclassified collection tasks from the intelligence requirements since uncleared U.S. and non-U.S. persons comprise a significant portion of open-source collectors.

- Information that would divulge intelligence interests, value, or extent of knowledge on a subject.
- Information related to political or economic instabilities in a foreign country threatening American lives and installations there.

DECONFLICTION

11-16. During planning, both the intelligence and operations officer staffs must deconflict OSINT operations with other activities. Specifically, contact or interaction with open sources may compromise the operations of another intelligence discipline. Open-source collection may adversely affect the ability of nonintelligence organizations—such as civil affairs (CA), the military police (MPs), medical, and public affairs—to accomplish their missions. Conversely, CA, MPs, medical, public affairs, or other personnel who overtly contact an OSINT source, may inadvertently compromise OSINT operations as well as the safety of the open source or collector. Each of these situations could lead to the loss of access to the open source and information of intelligence value.

DECEPTION AND BIAS

11-17. Deception and bias are of particular concern in OSINT operations. Unlike other disciplines, OSINT operations do not normally collect information by direct observation of activities and conditions within the area of operations (AO). OSINT operations rely on secondary sources to collect and distribute information that the sources may not have observed themselves. Secondary sources such as government press offices, commercial news organizations, nongovernmental organization spokespersons, and other information providers can intentionally or unintentionally add, delete, modify, or otherwise filter the information they make available to the general public. These sources may also convey one message in English for U.S. or international consumption and a different non-English message for local or regional consumption. It is important to know the background of open sources and the purpose of the public information to distinguish objective, factual information from information that lacks merit, contains bias, or is part of an effort to deceive the reader.

11-18. In addition to determining the reliability and validity of the information obtained during OSINT operations, intelligence analysts must consider the biases and cultural backgrounds of civilian interpreters who may be used to translate or even search for relevant non-English information. These civilian interpreters may be local hires when deployed overseas, and many civilian interpreters do not have security clearances. (See appendix B.)

INTELLECTUAL PROPERTY

11-19. AR 27-60 prescribes policy and procedures for the acquisition, protection, transfer, and use of patents, copyrights, trademarks, and other intellectual property by the Department of the Army. It is Army policy to recognize the rights of copyright owners consistent with the Army's unique mission and worldwide commitments. As a rule, Army organizations will not reproduce or distribute copyrighted works without the permission of the copyright owner unless such use is within an exception under U.S. copyright law or required to meet an immediate, mission-essential need for which noninfringing alternatives are either unavailable or unsatisfactory.

11-20. According to the U.S. Copyright Office, "fair use" of a copyrighted work for purposes such as criticism, comment, news reporting, teaching, scholarship, or research, is not an infringement of copyright. Implicit with fair use is the documentation and citation of the source of the copyrighted information. The following are four factors in determining fair use:

- Purpose and character of the use. In the context of fair use, intelligence operations are similar in purpose and usage to nonprofit news reporting and research organizations.
- Nature of the copyrighted work.
- Amount and substantiality of the portion used in relation to the copyrighted work as a whole. There is no specific number of words, lines, or notes that may safely be taken without permission. Usually, the amount or portion of copyrighted material is limited to quotations of excerpts and short passages, and summary of a speech or article, with brief quotations.
- Effect of the use upon the potential market for or value of the copyrighted work. The effect on the market or value of copyrighted material relates to reproduction and dissemination of

products provided by the owner beyond that authorized the owner's "terms of use" or described in contracts and licenses with the U.S. Government.

OPEN SOURCES AND INFORMATION

- 11-21. Open sources and publicly available information may include but are not limited to—
- **Academia.** Courseware, dissertations, lectures, presentations, research papers, and studies in both hardcopy and softcopy on economics, geography (physical, cultural, and political-military), international relations, regional security, science, and technology.
 - **Governmental, intergovernmental, and nongovernmental organizations.** Databases, posted information, and printed reports on a wide variety of economic, environmental, geographic, humanitarian, security, science, and technology issues.
 - **Commercial and public information services.** Broadcasted, posted, and printed news on current international, regional, and local topics.
 - **Libraries and research centers.** Printed documents and digital databases on a range of topics as well as knowledge and skills in information retrieval.
 - **Individuals and groups.** Handwritten, painted, posted, printed, and broadcasted information (for example, art, graffiti, leaflets, posters, and Web sites).

OPEN-SOURCE MEDIA

11-22. A simple communications model consists of a sender, a message, a medium, and a receiver. The medium is the access point to publicly available information for open-source research and collection. The primary media that open sources use to communicate information to the public are shown in table 11-2, page 11-7, and discussed below.

PUBLIC SPEAKING FORUMS

11-23. Public speaking, the oldest medium, is the oral distribution of information to audiences during events that are open to the public or occur in public areas. These events or forums include but are not limited to academic debates, educational lectures, news conferences, political rallies, public government meetings, religious sermons, and scientific and technical exhibitions. Neither the speaker nor the audience has the expectation of privacy when participating in a public speaking forum unless there is an expressed condition of privacy such as the Chatham House Rule. The Chatham House Rule states:

When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

11-24. If invoked, privacy conditions such as the Chatham House Rule change the characterization of the source from an open to a confidential source and may necessitate treating the source and collected information in accordance with human intelligence (HUMINT) or CI procedures. Unlike the other open-source collection, monitoring public speaking events is done through direct observation and, due to its overt nature, could entail risk to the collector.

PUBLIC DOCUMENTS

11-25. A document is any recorded information regardless of its physical form or characteristics. Like public speaking, public documents have always been a source of intelligence. Documents provide in-depth information about the operational environment that underpin the ability to plan, prepare for, execute, and assess military operations. During operations, documents, such as newspapers and magazines, provide insights into the effectiveness of information tasks, especially information engagement. Books, leaflets, magazines, maps, manuals, marketing brochures, newspapers, photographs, public property records, and other forms of recorded information continue to yield information of intelligence value about operational environments. Sustained document collection contributes to the development of studies about potential

operational environments. Collection of documents on the operational and technical characteristics of foreign materiel aid in the development of improved U.S. tactics, countermeasures, and equipment.

Table 11-2. Primary open-source media

| System | Components | Elements | |
|--------------------------|---|--|---|
| Public speaking | Speaker | <ul style="list-style-type: none"> • Sponsor • Relationship | <ul style="list-style-type: none"> • Message |
| | Format | <ul style="list-style-type: none"> • Conference • Debate • Demonstration | <ul style="list-style-type: none"> • Lecture • Rally |
| | Audience | <ul style="list-style-type: none"> • Location | <ul style="list-style-type: none"> • Composition |
| Public documents | Graphic | <ul style="list-style-type: none"> • Drawing • Engraving • Painting | <ul style="list-style-type: none"> • Photograph • Print |
| | Recorded | <ul style="list-style-type: none"> • Compact data storage device • Digital video disk | <ul style="list-style-type: none"> • Hard disk • Tape |
| | Printed | <ul style="list-style-type: none"> • Book • Brochure • Newspaper | <ul style="list-style-type: none"> • Periodical • Pamphlet • Report |
| Public broadcasts | Radio | <ul style="list-style-type: none"> • Low frequency AM radio • Medium frequency AM radio | <ul style="list-style-type: none"> • VHF FM radio • L- and S-band satellite radio |
| | Television | <ul style="list-style-type: none"> • Ku band satellite television • VHF and UHF terrestrial television | |
| Internet sites | Communications | <ul style="list-style-type: none"> • Chat • E-mail • News; newsgroup | <ul style="list-style-type: none"> • Web cam • Web cast • Web log |
| | Databases | <ul style="list-style-type: none"> • Commerce • Education | <ul style="list-style-type: none"> • Government • Military organizations |
| | Information (Web page content) | <ul style="list-style-type: none"> • Commerce • Education | <ul style="list-style-type: none"> • Government • Military organizations |
| | Services | <ul style="list-style-type: none"> • Dictionary • Directory • Downloads • Financial | <ul style="list-style-type: none"> • Geospatial • Search and URL lookup • Technical support • Translation |
| AM FM UHF | amplitude modulation frequency modulation ultrahigh frequency | URL VHF | uniform resource locator very high frequency |

PUBLIC BROADCASTS

11-26. A public broadcast entails the simultaneous transmission of data or information for general public consumption to all receivers or terminals within a computer, radio, or television network. Public broadcasts are important sources of current information about the operational environment. Television news broadcasts often provide the first indications and warning (I&W) of situations that may require the use of U.S. forces. Broadcast news and announcements enable personnel to monitor conditions and take appropriate action when conditions change within the AO. News, commentary, and analysis on radio and television also provide windows into how governments, civilians, news organizations, and other elements of society perceive the United States and U.S. military operations. Broadcasts also provide information and insights into the effectiveness of information tasks.

INTERNET SITES

11-27. Army intelligence components must use Government computers to access the Internet for official Government business unless otherwise authorized (for example, an Army Reservist participating in the World Basic Information Library Program).

11-28. Internet sites enable users to participate in a publicly accessible communications network that connects computers, computer networks, and organizational computer facilities around the world. The Internet is more than just a research tool; it enables intelligence personnel to locate and observe open sources of information. Through the Internet, trained collectors can detect and monitor Internet sites that may provide I&W of enemy intentions, capabilities, and activities.

11-29. Collectors can monitor newspaper, radio, and television Web sites that support assessments of information tasks, especially information engagement. Collectors can conduct periodic searches of Web pages and databases for content on threat characteristics. Collecting Web page content and links can provide useful information about relationships between individuals and organizations. If properly focused, collecting and processing publicly available information from Internet sites can support understanding of the operational environment.

Chapter 12

Signals Intelligence

DEFINITION

12-1. *Signals intelligence* is intelligence derived from communications, electronic, and foreign instrumentation signals (JP 2-0). Signals intelligence (SIGINT) provides unique intelligence information, complements intelligence derived from other sources, and is often used for cueing other sensors to potential targets of interest. For example, SIGINT, which identifies activity of interest, may be used to cue geospatial intelligence (GEOINT) to confirm that activity. Conversely, changes detected by GEOINT can cue SIGINT collection against new targets. The discipline is subdivided into three subcategories:

- Communications intelligence (COMINT).
- Electronic intelligence (ELINT).
- Foreign instrumentation signals intelligence (FISINT).

COMMUNICATIONS INTELLIGENCE

12-2. *Communications intelligence* is technical information and intelligence derived from foreign communications by other than the intended recipients (JP 2-0). COMINT includes cyber operations, which is gathering data from target or adversary automated information systems or networks. COMINT also may include imagery, when pictures or diagrams are encoded by a computer network or radio frequency method for storage and/or transmission. The imagery can be static or streaming.

ELECTRONIC INTELLIGENCE

12-3. *Electronic intelligence* is technical and geolocation intelligence derived from foreign noncommunications electromagnetic radiations emanating from other than nuclear detonations or radioactive sources (JP 3-13.1). ELINT consists of two subcategories—operational ELINT (OPELINT) and technical ELINT (TECHELINT):

- OPELINT is concerned with operationally relevant information such as the location, movement, employment, tactics, and activity of foreign noncommunications emitters and their associated weapon systems.
- TECHELINT is concerned with the technical aspects of foreign noncommunications emitters, such as signal characteristics, modes, functions, associations, capabilities, limitations, vulnerabilities, and technology levels.

FOREIGN INSTRUMENTATION SIGNALS INTELLIGENCE

12-4. *Foreign instrumentation signals intelligence* is technical information and intelligence derived from the intercept of foreign electromagnetic emissions associated with the testing and operational deployment of non-U.S. aerospace, surface, and subsurface systems. Foreign instrumentation signals intelligence is a subcategory of signals intelligence. Foreign instrumentation signals include but are not limited to telemetry, beaconry, electronic interrogators, and video data links (JP 2-01).

ROLE

12-5. SIGINT provides intelligence on threat capabilities, disposition, composition, and intentions. In addition, SIGINT provides targeting information for the delivery of lethal and nonlethal fires.

FUNDAMENTALS

12-6. The intelligence officer must understand how SIGINT assets are organized not only within the Army but also throughout the Department of Defense (DOD). The majority of SIGINT assets from all the armed services, combined with national SIGINT assets, work together to support commanders from the tactical to the strategic level. Only by understanding the SIGINT structure that transcends traditional Service component boundaries can the intelligence officer understand how to use SIGINT effectively.

NATIONAL TO TACTICAL SIGNALS INTELLIGENCE RELATIONSHIPS

12-7. Since 11 September 2001, national to tactical SIGINT integration has grown from concept to reality. Today, tactical Army SIGINT elements rely heavily on the National Security Agency (NSA) for many integrated functions and, conversely, NSA relies on tactical resources for intelligence. These functions and interfaces include NSA network connectivity to conduct analytic and data exchanges, input data into and access raw data from databases, and to support the Army SIGINT collectors and analysts with specific SIGINT equipment and tools. Intelligence production has increased to the point of true integration within the SIGINT enterprise. The SIGINT technical architecture complements existing command and control relationships; it does not replace the commander's authority or chain of command. The following organizations are the basis for this relationship:

- Army Cryptologic Operations (ACO), U.S. Army Intelligence and Security Command (INSCOM).
- Army Technical Control and Analysis Element (ATCAE).
- SIGINT Foundry.
- Theater technical control and analysis element (TCAE).
- Army SIGINT systems.

ARMY CRYPTOLOGIC OPERATIONS

12-8. ACO, an element of INSCOM, G-3, is located within NSA and acts as the Army's Service cryptologic element representative. ACO supports Army cryptologic operations, capabilities, and resourcing for the purpose of providing dominant strategic and operational SIGINT, information assurance, and the Army information tasks for ground component commanders, national agencies, and national decisionmakers. The ACO is instrumental in providing SIGINT quick reaction capability systems. The ACO works closely with NSA and other Service cryptologic elements to collaborate and leverage the SIGINT enterprise to improve sensor capabilities and technical and analytical support to Army SIGINT elements.

ARMY TECHNICAL CONTROL AND ANALYSIS ELEMENT

12-9. The ATCAE, established at the national level, plays a significant role in TCAE operations by providing technical support oversight and coordinating issues such as obtaining approvals for NSA connectivity and access to national databases for U.S. Army tactical SIGINT personnel. The ATCAE is located within the NSA complex at Fort Meade, Maryland, and represents the Army Deputy Chief of Staff for Intelligence on SIGINT technical matters involving Army SIGINT elements.

12-10. The ATCAE works closely with the ACO to support the Army's special sensor capabilities by providing SIGINT technical and analytical support. The special sensor capability systems are responsive to the ground force commander's requirements and enable SIGINT personnel to conduct SIGINT operations against modern communications systems.

12-11. The ATCAE provides 24-hour service through its service time-sensitive operations or military support desks. This support includes—

- Comprehensive technical SIGINT information to support collection, processing, analysis, and reporting, as well as collateral support for the unit's SIGINT/electronic warfare (EW) mission.
- Information on current world situations and friendly and threat military operations, tailored to a given unit's mission.
- Assistance in identifying hardware and software to carry out specific training and operational missions beyond the capability of organic equipment and systems.
- Advising Army tactical SIGINT personnel, at all levels, to reach and maintain an operational readiness posture by using ATCAE mobile training teams, the TROJAN program, and SIGINT Foundry Garrison Cryptologic Activities assets.
- Electronic quality control of unit reporting and forwarding to national time-sensitive systems.
- Assistance in obtaining SIGINT communications network connectivity and accesses to national assets including databases.
- Assistance in reviewing and recommending modifications to U.S. SIGINT directives on behalf of the tactical ground units' SIGINT technical issues.

SIGNALS INTELLIGENCE FOUNDRY

12-12. Soldiers deploying to operational zones will continue to face new technologies, which they must use to exploit, process, analyze, and report intelligence. Automated identification technology (AIT) training will provide foundational training, but Soldiers require extensive training to prepare them for specific deployments. The Army developed SIGINT Foundry to meet new SIGINT requirements and to bring SIGINT Soldiers up to operational readiness before deployment. Because of close coordination between the Army G-2, the ACO, and the 704th MI Brigade/742d MI Battalion (ATCAE), garrison cryptologic activity centers have been established at the major continental United States (CONUS) Army installations to provide both training and overwatch capabilities to bring Army SIGINT Soldiers to an operational readiness standard.

THEATER TECHNICAL CONTROL AND ANALYSIS ELEMENT

12-13. The theater TCAE performs SIGINT technical control and analysis and management. It provides SIGINT technical support for assigned, attached, operational control (OPCON), and lower echelon SIGINT resources deployed in the area of responsibility, including mission tasking; processing; analyzing; and reporting of SIGINT data, information, and intelligence. The TCAE provides direction for the theater collection and exploitation battalion's SIGINT mission and for other theater tactical SIGINT assets.

ARMY SIGNALS INTELLIGENCE SYSTEMS

12-14. SIGINT elements at echelons corps and below conduct actions to search for, intercept, and identify threat signals for the purpose of immediate recognition. These actions provide information required to answer priority intelligence requirements (PIRs) and other intelligence requirements to support the intelligence, surveillance, and reconnaissance (ISR) effort.

12-15. There is a varying mixture of SIGINT assets at echelons corps and below that include—

- AN/TSQ-219(V1 and V2), Tactical Exploitation System.
- AN/PRD-13(V2), Improved SIGINT Man-pack System.
- AN/MLQ-4X, Prophet and AN/MSW-24 Prophet Control.
- AN/USD-9, Guardrail Common Sensor.
- AN/ASQ-223, Airborne Reconnaissance Low-Multifunction.

SIGNALS INTELLIGENCE IN THE INTELLIGENCE PROCESS

12-16. The SIGINT discipline has several unique considerations throughout the continuing activities—generate intelligence knowledge, analyze, assess, and disseminate—and the intelligence process steps—plan, prepare, collect, and produce.

GENERATE INTELLIGENCE KNOWLEDGE

12-17. SIGINT personnel conduct intelligence reach, research (for example, databases, academic studies, products or materials, open-source intelligence [OSINT], or other information sources), and data mining that help determine the adversary's use of the electromagnetic spectrum in the supported unit's area of interest. SIGINT personnel must follow all applicable policies and regulations on the collection of information and operations security (OPSEC). The information and intelligence collected are the basis for—

- Developing a comprehensive SIGINT baseline database for the AO. What communications means does the threat use and what are their tactics, techniques, and procedures (TTP)? Do they incorporate civilian systems with military systems?
- Determining key SIGINT collection gaps. Are all the threat's electromagnetic emanations being collected and results databased? If not, why? If they are being collected, how do we receive or pull the reporting?
- Developing an understanding of the information and intelligence that can be collected with unit SIGINT collection assets and, when appropriate, other SIGINT collection assets in the AO. This also includes how and where the threat emanations may best be collected. Does the terrain support line of sight collection and reporting communications systems?
- Determining a method of understanding when changes to the baseline occur that are of intelligence interest. Does the threat go to radio silence before an offensive operation?

12-18. This information can also be used to determine predeployment training and develop exercises to provide as realistic and relevant training as possible. For tactical SIGINT personnel, the best means to generate intelligence knowledge is by conducting tactical overwatch and participating in SIGINT Foundry. While conducting tactical overwatch, the SIGINT personnel, for example, will know what the specific types of threats, threat equipment, and threat TTP they can expect to encounter when deployed.

ANALYZE

12-19. The SIGINT analyst evaluates intelligence and information about the enemy's communications capabilities to determine appropriate SIGINT collection strategies. Conversely, a corresponding analysis of the friendly forces' SIGINT capabilities must be conducted to ensure the continued effectiveness of, or to improve upon, SIGINT collection. SIGINT analysts also sort through large amounts of signals information and intelligence to identify and use only, that which pertains to the commander's critical information requirements (CCIRs) (PIRs and friendly force information requirements [FFIRs]).

ASSESS

12-20. The primary goal of the assess continuing activity applied to SIGINT is to determine whether the results of SIGINT collection meet the requirements of the unit's ISR effort. To determine effectiveness, SIGINT producers must assess all facets of SIGINT operations—from receipt of the ISR task to the dissemination of SIGINT reports and products. This assessment is not only directed at SIGINT assets on an individual basis, but also includes the supporting SIGINT architecture and the unit's entire ISR effort.

12-21. The intelligence officer immediately assesses SIGINT products upon receipt for timeliness, relevance, and accuracy. They must inform the SIGINT producer of the extent to which the product answered the intelligence requirement. Feedback is provided to the SIGINT producer and collector; this reinforces the effectiveness and efficiency of SIGINT.

DISSEMINATE

12-22. SIGINT of critical importance to the force, including answers to the CCIRs (PIRs and FFIRs), is disseminated through the most expeditious means possible. Due to the highly perishable nature of SIGINT, the most expeditious reporting means is often immediately augmented with a follow-up report or augmented by a report transmitted through additional means, thus enhancing the probability of receipt. Sometimes the most expeditious means of reporting critical SIGINT information to the commander is face to face. Sanitized SIGINT reports and tactical reports can be sent on lower classification systems, such as the Secure Internet Protocol Routing Network (SIRPNET), to ensure distribution to commanders at lower echelons.

12-23. For intelligence reach operations, SIGINT products are available and disseminated in a variety of forms—hardcopy, softcopy, direct viewing, or broadcast. Time-sensitive reporting keeps NSA, commanders, and non-SIGINT organizations advised on the status of current and potential threats. It is imperative to ensure that SIGINT products are only transmitted over communications systems at the appropriate classification level.

PLAN

12-24. An important SIGINT planning consideration is that, when possible, SIGINT collection should be employed in conjunction with other intelligence disciplines collection systems. SIGINT is often used to cue, and be cued by, other ISR assets.

12-25. During planning, the SIGINT technical control element retrieves, updates, and develops any required SIGINT databases. This includes coordination with air and ground assets, other SIGINT assets, or elements that support the operation, as well as SIGINT assets that will operate in another unit's AO.

PREPARE

12-26. Prepare involves operational direction and control of SIGINT activities, including tasking and the allocation of effort. OPCON of SIGINT assets provides an authoritative prescription for SIGINT activities including the uniform techniques and standards by which SIGINT information is collected, processed, and reported.

12-27. SIGINT operational tasking encompasses the direct levying of SIGINT information requirements by a military commander on designated SIGINT resources. This includes the authority to deploy all or part of the SIGINT resources for which SIGINT operational tasking authority has been delegated.

12-28. The commander ensures the SIGINT unit and asset leaders have conducted all necessary coordination and rehearsals, which includes establishing or verifying the operation of the SIGINT technical architecture.

12-29. The intelligence officer and SIGINT asset commander validate the availability of SIGINT assets and NSA databases and records. SIGINT reporting and dissemination channels and procedures need to be in place. Deploying personnel require deployment training and a current polygraph to qualify for access to resources, appropriate and necessary database access, and connectivity and interoperability with all appropriate SIGINT elements. Courses such as Deployer (DEPL) 2000 help prepare SIGINT Soldiers for deployment.

COLLECT

12-30. SIGINT performs two major collection activities: signals intercepts and direction finding (DF). The collect step also includes signals processing.

Signals Intercepts

12-31. Signals intercepts include those SIGINT actions used to search for, intercept, and identify threat electromagnetic signals for the purpose of immediate threat recognition. Signals intercept provides information required to answer PIRs and other intelligence requirements to support the ISR effort.

Direction Finding

12-32. Even when threat radio operators use communications security procedures, SIGINT teams can often intercept and approximate the location of the threat's signals. SIGINT teams can use DF to determine the movement of threat personnel or equipment, locations of emitters associated with weapon systems and units, new and confirmed emitter locations, and friendly targets the threat might intend to attack (lethal and nonlethal).

12-33. In addition to using DF to intercept and approximate the location of threat forces, DF operations can assist the radio-equipped friendly force by locating and vectoring assets or units during limited visibility, locating downed aircraft and personnel radio beacons, conducting signal security assessments; and locating sources of communication interference and jamming.

Signals Intelligence Processing

12-34. SIGINT processing involves converting signals intercepts into written and verbal reports, automated messages, graphic displays, recordings, and other forms suitable for analysis and intelligence production. Since U.S. forces routinely conduct operations against threats who speak languages other than English, SIGINT processing often also includes translation of these intercepts.

12-35. Due to the complexity of many SIGINT systems, automated processing may occur several times before SIGINT data or information receives any human interaction.

PRODUCE

12-36. The SIGINT analyst provides SIGINT products to satisfy the intelligence requirements, in the required format and in a timely manner. The quality and timeliness of SIGINT products highly depend on the type of intercept, the collection system, the system's position in relation to the threat emitter and the weather, as well as the SIGINT operator's ability to identify the appropriate threat signal activity. SIGINT's objective is to be used in all-source analytical production.

12-37. There are a number of products generated from SIGINT. SIGINT reports are time-sensitive in nature and will contain anything from a traditional text formatted report to nontraditional reports comprised of color graphics, sound, and/or video clips. SIGINT reports produced have titles such as (although not limited to) klieglights, tactical reports, and tactical ELINT reports and contain caveats that allow or restrict intelligence information to individuals with a need to know.

ELECTRONIC WARFARE SUPPORT AND SIGNALS INTELLIGENCE

12-38. *Electronic warfare* refers to any military action involving the use of electromagnetic or directed energy to control the electromagnetic spectrum or to attack the adversary (JP 3-13.1). SIGINT is often confused or misrepresented as EW or a subdivision of EW known as electronic warfare support (ES). ES is achieved by assets tasked or controlled by an operational commander. These assets are tasked to search for, intercept, identify, and locate or localize sources of intentional or unintentional radiated electromagnetic energy. The purpose of ES tasking is immediate threat recognition, planning and conduct of future operations, and other tactical actions such as threat avoidance, targeting, and homing. (See JP 3-13.1.)

12-39. ES is intended to respond to an immediate operational requirement. However, the same assets and resources that are tasked with ES can simultaneously collect intelligence that meets other collection requirements. That is not to say that data collected for intelligence cannot meet immediate operational requirements. Intelligence collected for ES purposes is normally also processed by the appropriate parts of

the intelligence community for further exploitation after the operational commander's ES requirements are met. (See JP 3-13.1.)

12-40. SIGINT can support and be supported by the components of EW. This means preserving the electromagnetic spectrum for friendly use while denying its use to the adversary. ES data can be used to produce SIGINT; this provides intelligence information for electronic or lethal attack or targeting.

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Chapter 13

Technical Intelligence

DEFINITION

13-1. *Technical intelligence* is derived from the collection, processing, analysis, and exploitation of data and information pertaining to foreign equipment and materiel for the purposes of preventing technological surprise, assessing foreign scientific and technical capabilities, and developing countermeasures designed to neutralize any adversary's technological advantages (JP 2-0).

ROLE

13-2. A strength of the U.S. military is the diversity and extent of its technology base. While the U.S. is one of the world leaders in integrating technology, the threat can achieve temporary technological advantage in certain areas by acquiring modern systems or by improvising new weapons. The world arms market is willing to provide advanced systems to countries or individuals with the resources to pay for them. A concerted technical intelligence (TECHINT) enterprise is vital to providing precise direction and purpose to Department of Defense (DOD) research and development (R&D) and exploitation process to ensure quick and efficient neutralization of threat technological advantages and networks.

13-3. The role of TECHINT is to ensure that the warfighter understands the full technological capabilities of the threat. With this understanding, the U.S. forces can adopt appropriate countermeasures, operations, and tactics.

13-4. TECHINT has three goals within its role:

- To ensure the U.S. armed forces maintain technological advantage against any threat.
- To provide timely, relevant, accurate, predictive, and tailored TECHINT support to the warfighter throughout the full spectrum of military operations including using captured enemy materiel (CEM) to provide U.S. forces intelligence, information, and training on foreign weapons systems.
- To analyze certain design traits of foreign weapons systems to develop, confirm, or deny indicators of threat intent.

13-5. TECHINT includes the subset weapons technical intelligence (WTI), which combines forensic science with TECHINT for application against irregular and nontraditional threats. As such, WTI has four goals:

- To forensically examine events and/or devices or weapons to better understand linkages between technical design and tactical use to guide efforts of the protection warfighting function.
- To enable targeting by identifying, selecting, prioritizing, and tracking individuals and matching them with groups, weapons materiel, financiers, suppliers, insurgent leaders, and other related elements.
- To provide limited forensic analysis of improvised explosive devices (IEDs), improvised weapons, and weapon components to identify the origin of materiel and components.
- To use information from CEM collected during site exploitation activities to further detain and potentially support the prosecution of individuals for criminal activity.

FUNDAMENTALS

13-6. The fundamentals of TECHINT consist of TECHINT/WTI application in full spectrum operations and the importance of chain of custody.

TECHINT/WTI APPLICATION ACROSS THE SPECTRUM OF CONFLICT

13-7. TECHINT assets are capable of responding to threats across the spectrum of conflict. TECHINT capabilities are best suited to meet the needs of commanders during offensive and defensive operations. For example, the equipment used in these operations consists of traditional threat weapons systems (tanks, missiles, antitank guided missiles). TECHINT assets are capable of quickly identifying the indications of new weapons, improved munitions, or modifications that could potentially defeat U.S. equipment.

13-8. The knowledge gained, through TECHINT exploitation and analysis, also supports stability operations—often through intelligence reach. Unlike general warfare, threat forces are not easily identified and often nontraditional and/or irregular threats take refuge in plain sight. Through the combination of forensic science and TECHINT, WTI provides commanders the ability to identify threat networks and their members. This is accomplished by linking individuals with events and materials that are intended to attack U.S. forces.

13-9. More traditional TECHINT and WTI can be used simultaneously when commanders anticipate or encounter a mixed set of threats. Also, the unique WTI capabilities can be scaled to complete missions during offensive and defensive operations. (See TC 2-22.4.)

CHAIN OF CUSTODY

13-10. The proper documentation of CEM is a key factor in producing accurate and relevant TECHINT for the commander. For example, linking the capture location details of employment and the list of associated CEM can yield a significant amount of exploitable information.

13-11. Specifically, the proliferation of weapons from nation states and nonstate actors can reveal third-party influences; properly recorded weapons emplacement can identify the effectiveness of weapons against U.S. forces. Additionally, proper chain of custody is necessary in linking individuals and threat networks with weapons and materiel and/or events. The information gained through exploitation may eventually be used in U.S. or host-nation legal proceedings.

TECHNICAL INTELLIGENCE ORGANIZATIONS

13-12. The TECHINT enterprise consists of multiple entities within the Army working in concert with organizations from other Service components, within DOD, other U.S. departments, national laboratories, and U.S. academic institutions as well as international partners. For additional information on the TECHINT enterprise, see TC 2-22.4.

DEFENSE INTELLIGENCE AGENCY

13-13. Defense Intelligence Agency (DIA) manages and reviews overall TECHINT activities. The Scientific and Technical Intelligence (S&TI) Directorate within DIA is the action element for TECHINT. This directorate coordinates with external TECHINT agencies on nonpolicy matters concerning the production of S&TI. The following organizations provide TECHINT support under the control of DIA:

- **National Center for Medical Intelligence (NCMI)**—based at Fort Detrick, Maryland, is a DOD intelligence production center under DIA control. NCMI is responsible for exploiting foreign medical materiel. The director supports the Army Foreign Materiel Program (FMP) and Army medical R&D requirements. The director coordinates planning, programming, and budgeting with the Army Deputy Chief of Staff (DCS), G-2.
- **Missile and Space Intelligence Center (MSIC)**—based at Redstone Arsenal, Alabama, is a DOD intelligence production center under DIA control and supports the FMP. The MSIC

acquires, produces, maintains, and disseminates S&TI pertaining to missile and space weapons systems, subsystems, components, and activities. The S&TI produced at MSIC also covers foreign state-of-the-art technology and research applicable to missiles.

- **Defense HUMINT**—conducts worldwide human intelligence (HUMINT) operations to support foreign materiel acquisition (FMA) and foreign materiel exploitation (FME).

13-14. The organizations and agencies below constitute the Army TECHINT structure.

HEADQUARTERS, DEPARTMENT OF THE ARMY DEPUTY CHIEF OF STAFF, G-2

13-15. Headquarters, Department of the Army (HQDA) DCS, G-2 exercises staff responsibility for all Army TECHINT activities. The Army DCS, G-2 forms policies and procedures for S&TI activities, supervises and carries out the Army S&TI program, coordinates Army staff and major subordinate command requirements for TECHINT, and is responsible for the Army FMP.

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

13-16. Under the direction of HQDA, Intelligence and Security Command (INSCOM) is responsible for TECHINT. INSCOM fulfills its responsibilities through its TECHINT oversight function and manages the Army's Foreign Materiel for Training Program and FMP. It provides the interface with strategic S&TI agencies to support FME and organizes, trains, and equips TECHINT organizations. TECHINT exploitation within INSCOM is performed by the following elements:

- **National Ground Intelligence Center (NGIC).** Headquarters, INSCOM, exercises operational control (OPCON) over the NGIC. NGIC produces and maintains intelligence on foreign scientific developments, ground force weapons systems, and associated technologies. NGIC analysis includes but is not limited to military communications electronics systems; types of aircraft used by foreign ground forces; chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) capabilities; and basic research in civilian technologies with possible military applications. Recent additions to the NGIC mission include biometric intelligence data, databasing, and counter-improvised explosive device (CIED) targeting program.
- **203d Military Intelligence (MI) Battalion.** The 203d MI Battalion is a multicomponent unit headquartered at Aberdeen Proving Ground, Maryland, and is the Army's only TECHINT battalion. It performs the following functions:
 - Forms the core of the captured materiel exploitation center (CMEC).
 - Provides logistics and infrastructure to support the joint and interagency TECHINT assets that form the combined joint captured materiel exploitation center (CJCMEC).
 - Supports multiple CJCMEC missions worldwide.
 - Conducts TECHINT collection and reporting in support of validated S&TI objectives.
 - Conducts TECHINT training for DOD analysts and TECHINT personnel.
 - Supports INSCOM's FMA and FME operations as directed.
 - Analyzes and exploits foreign weapon systems and other CEM.
 - Reports on the capabilities and limitations of CEM.
 - Provides recommendations for countermeasures to enemy technical advantages.
 - Provides foreign or enemy equipment familiarization and training.
 - Provides recommendations on the reuse of CEM.
 - Responds to emerging TECHINT missions.
 - Provides task-organized battlefield TECHINT teams to support the commander's TECHINT requirements.

U.S. ARMY MATERIEL COMMAND

13-17. The U.S. Army Materiel Command (AMC) plays a significant support role in TECHINT. Among AMC elements are a series of Army research, development, and engineering centers (RDECs), the Army

Research Laboratory System, and the U.S. Army Test and Evaluation Command. Each element plays a role in operations by conducting highly technical evaluations of foreign equipment.

13-18. Both in times of conflict and otherwise, the AMC conducts FME on equipment purchased by individual RDECs, supplied by the intelligence community, or recovered in theater. Results are provided to the intelligence community, the U.S. R&D community, and the rest of DOD. AMC's foreign ordnance exploitation capability resides within the Explosive Ordnance Disposal (EOD) Technology Directorate located at the Armament Research Development and Engineering Center (ARDEC), Picatinny Arsenal. The capability resides within two teams in the directorate:

- The Foreign Ordnance team:
 - Collects and exploits foreign explosive ordnance.
 - Develops render-safe and disposal procedures for foreign explosive ordnance.
 - Prepares detailed intelligence reports and other publications to support the EOD, intelligence, and U.S. R&D communities.
- The Foreign Materiel Exploitation team:
 - Conducts detailed multidisciplinary exploitation of selected foreign explosive ordnance items as directed by the intelligence community and other customers, including both laboratory and live testing activities.
 - Prepares detailed foreign materiel test reports to disseminate test results to the intelligence and U.S. R&D communities.
 - Prepares foreign weapon system download procedures in support of EOD.

13-19. There are many other agencies with TECHINT responsibilities within the DOD. Refer to TC 2-22.4 for more information on TECHINT.

TECHNICAL INTELLIGENCE IN THE INTELLIGENCE PROCESS

13-20. The TECHINT discipline has several unique considerations throughout the continuing activities of the intelligence process—generate intelligence knowledge, analyze, assess, and disseminate—and the intelligence process steps—plan, prepare, collect, and produce.

GENERATE INTELLIGENCE KNOWLEDGE

13-21. In order to preclude technological surprise on the battlefield and to plan for countermeasures, U.S. forces must conduct extensive research of joint knowledge databases with relevant intelligence on the threat. This does not only concern weapons the threat may possess but also other equipment, such as frequency hopping and spread spectrum communications, or sonar-elusive mini-submarines. Regardless of the technology, U.S. forces must understand TECHINT characteristics and how the threat will employ technology in the area of operations (AO) long before they deploy into it. Only then can forces continue planning operations in accordance with the military decisionmaking process (MDMP) on an informed basis.

13-22. The following offers an example. Millions of tons of cached munitions from decades of war in locations like North Korea, Iran, Somalia, Afghanistan, and Iraq present a ready store of explosives for use in conventional or irregular warfare. A baseline data file of detailed TECHINT about the types of munitions, associated weapons systems, potential threat employment of munitions, as well as possible friendly use, and munitions locations is a key result of the generate intelligence knowledge continuing activity. This information, collected through intelligence reach of national- and theater-level database access and data mining, directly supports the development of a unit's initial intelligence survey. (See paragraphs 4-18 through 4-21.) In turn, the intelligence survey will determine key TECHINT gaps, assist in understanding, allocating, and optimizing ISR assets for collection, and how to recognize and understand TECHINT developments, which may affect U.S. Soldiers in the AOs.

13-23. Analysis before or after deployment into such an area mentioned above may determine that threat forces have access to numerous high explosive and chemical artillery rounds and are capable of detonating

IEDs through various electronic means with deadly accuracy most likely resulting in high casualty rates. CIED training in theater and at home station results in Soldier readiness and also prepares units with intelligence and knowledge to understand and attack insurgent networks. Unit and institutional training for TECHINT teams provides a key combat multiplier. It also provides the use of knowledge centers through intelligence reach and the Distributed Common Ground System-Army (DCGS-A). TECHINT databases serve units in contact as well as follow-on and redeployed units to support Army force generation (ARFORGEN), particularly in terms of overwatch and lessons learned.

ANALYZE

13-24. TECHINT analysts use checklists established by S&TI agencies and the joint captured materiel exploitation centers (JCMECs) to analyze each type of the threat's equipment for which requirements exist. Analysis always begins with what is known and what is not known about the piece of equipment. TECHINT units maintain procedures and plans for sampling, analyzing, and handling materiel.

ASSESS

13-25. The primary goal of the TECHINT assess continuing activity is to determine whether the results of TECHINT production meet the unit's priority intelligence requirement (PIRs) and intelligence requirements. The intelligence officer immediately assesses TECHINT products upon receipt for timeliness, relevance, and accuracy. The intelligence officer must inform the TECHINT producer of the extent to which the product answered the PIRs or intelligence requirements. Providing feedback to TECHINT analysts helps improve the effectiveness and efficiency of TECHINT.

13-26. The intelligence officer also assesses the success of the unit's intelligence, surveillance, and reconnaissance (ISR) effort in accomplishing any TECHINT-associated ISR task, and shares the assessment with the staff and the pertinent units or personnel.

DISSEMINATE

13-27. TECHINT organizations post intelligence studies and TECHINT reports through secure databases as well as through existing intelligence communications architecture. When possible, the preparing organizations share findings with other fusion and analysis elements. Additionally, TECHINT contributes information about threat weapons and equipment and their effectiveness against U.S. forces.

13-28. Relevant TECHINT findings are shared with higher headquarters for operational and strategic application, with adjacent units for pattern and trend analysis, and with lower echelons for situational awareness and general knowledge. They are often used in the development of tactics, techniques, and procedures (TTP). Direct dissemination of information contained in TECHINT databases should be sent to the unit responsible for the capture and/or collection of the material, connecting the technical expert with the operational and tactical commanders as often as possible.

13-29. TECHINT of critical importance to the force is disseminated through the most expeditious means possible. Routine TECHINT reports and products are usually transmitted through the unit's existing intelligence communications architecture as a preliminary technical report.

13-30. For intelligence reach operations, TECHINT products are available and disseminated in a variety of forms. The requestor must ensure that the TECHINT product can be transmitted over the available communications systems. This includes verifying the appropriate security level of the communications systems.

PLAN

13-31. Based on the information or intelligence from the generate intelligence knowledge continuing activity, the intelligence officer refines PIRs and information requirements including TECHINT considerations. Planning must include specialized TECHINT support for both preplanned and contingency

operations to ensure these teams are positioned in accordance with operational needs. TECHINT planning considerations include—

- Task-organizing ground reconnaissance units with TECHINT teams or weapons intelligence teams to employ forensics capabilities.
- Linguists for translation and transliteration.
- Intelligence reach capability to access and query databases and knowledge center analysts.
- Intelligence preparation of the battlefield (IPB) including identification of named areas of interest (NAIs) and target areas of interest (TAIs).
- Joint capabilities ISR including special operations forces (SOF).

13-32. As other mission requirements change, TECHINT planning is synchronized with operations.

PREPARE

13-33. Training Soldiers is the basis for successful operations. The intelligence officer must ensure that required TECHINT analytical assets, resources, and evacuation means are available to provide support. This includes verifying coordination with the task-organized TECHINT teams from the 203d MI Battalion. The intelligence officer must also ensure the means to report and disseminate TECHINT collection to the unit are in place so they can immediately adopt appropriate countermeasures, operations, or tactics to enhance their survival and mission accomplishment.

13-34. Once an operation order (OPORD), operation plan (OPLAN), or warning order (WARNO) related to a TECHINT mission is issued, units may adjust their planning and collaborate with analytical agencies to augment operations. In addition, the intelligence officer must ensure that required TECHINT analytical assets, resources, and evacuation means are prepared to provide support.

13-35. The intelligence officer must also ensure the means, such as DCGS-A, to report and disseminate TECHINT results to the unit and its Soldiers are in place so they can immediately adopt appropriate countermeasures, operations, or tactics to enhance their survival and mission accomplishment.

COLLECT

13-36. TECHINT collection includes capturing, reporting, and evacuating CEM. TECHINT collection begins when an organization or individual reports the recovery or acquisition of threat materiel or as ordered by a commander. Each CEM may be exploited at each level unless prohibited by higher headquarters, and continues through succeeding higher levels until an appropriate countermeasure to neutralize the CEM capabilities is identified or developed.

13-37. U.S. forces safeguard CEM and report it through intelligence channels to the first TECHINT element in the reporting chain. The location of this TECHINT element will be in accordance with mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) factors; however, the TECHINT representative or element will verify if the type of materiel is of intelligence value and determine its further disposition in conjunction with the unit's staff.

13-38. TECHINT processing starts (simultaneously with collection) with the capture of a piece of equipment of TECHINT value. In accordance with METT-TC factors, a TECHINT team may move to the location of the item at the capture site or wait until the item is evacuated before conducting initial exploitation.

13-39. After initial exploitation, the team decides if further processing is required. If it is, the items are sent to the appropriate exploitation center. If the item is deemed to yield no immediate tactical intelligence value, it may still be evacuated to the S&TI centers in the continental United States (CONUS) for further analysis as the systems may represent a change to the threat's technological capabilities.

PRODUCE

13-40. TECHINT teams normally report initial and secondary examinations of CEM using either a preliminary technical report or a complementary technical report:

- A preliminary technical report—
 - Includes a general description of the item.
 - Alerts others to information that can be used immediately by tactical units.
- A complementary technical report is more in-depth and—
 - Follows a secondary or an in-depth initial examination.
 - Allows the JCMEC to compare new information with intelligence holdings.

13-41. At each successive echelon of exploitation, TECHINT analysts add to the overall body of information on an item by either adding to previous reports or by preparing new reports. The JCMEC or other national level S&TI activities prepare more advanced technical reports and analyses. These reports include—

- Detailed technical reports.
- Translation reports.
- Special technical reports.

13-42. Other TECHINT products include—

- JCMEC publications such as operator manuals, maintenance manuals, TECHINT bulletins, and tactical user bulletins.
- S&TI analysis bulletins.
- FME reports.
- Weapons intelligence team reports.

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Appendix A

Intelligence Estimate, Intelligence Running Estimate, and Intelligence Summary

PRIMARY INTELLIGENCE PRODUCTS

A-1. Intelligence products are tailored to their consumers. The intelligence estimate, intelligence running estimate, and the intelligence summary (INTSUM) are developed and maintained in accordance with the commander's guidance and tailored to support the commander's and subordinate commander's needs.

A-2. The primary document for the intelligence staff is the intelligence estimate. It provides the baseline for operations. The INTSUM is the current assessment of the threat situation for the commander, subordinate commanders, staff, and Soldiers. The intelligence running estimate is the current assessment of all information pertaining to the current operation. Information used to develop the INTSUM and the intelligence running estimate is ultimately used to update the intelligence estimate.

INTELLIGENCE ESTIMATE

A-3. The primary purpose of the intelligence estimate is to—

- Determine the full set of courses of action (COAs) open to the threat and the probable order of their adoption.
- Disseminate information and intelligence.
- Determine requirements concerning the threat and other relevant aspects of the area of operations (AO).

A-4. The intelligence estimate is a logical and orderly examination of the intelligence factors affecting the accomplishment of a mission. It provides commanders with an analysis of the AO and the threat strength and capabilities that can influence their mission. It is used as a basis for planning and disseminating intelligence.

A-5. An intelligence estimate may be prepared at any level. It may be written or oral, formal or informal, detailed or summarized. It is normally written at division and higher levels and briefed down to the battalion level. The following is an example of the basic information and intelligence that could be included in an intelligence estimate. This is neither an all-inclusive nor directed format:

- **Mission.**
- **Analysis of the area of operations.** This analysis of the terrain is based on—
 - The military aspects of terrain (observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, and cover and concealment).
 - Other significant characteristics.
 - The effects of the terrain on friendly and threat operations.
 - The current weather conditions based on the military aspects of weather (visibility, wind, precipitation, cloud cover, temperature, and humidity).
 - Weather effects on friendly and threat operations.
 - Relevant climatological data.
 - Projected weather forecast with significant trends for the season and specific geographic location.
 - An analysis of the civil considerations and projected effects of the civil considerations on friendly and threat operations, and vice versa.

- **Current threat situation.** This is based on the threat characteristics (see FM 2-01.3). This includes estimates of the strength of threat forces, recent significant threat activities and trends, and threat peculiarities and weaknesses.
- **Threat capabilities.** This includes both an overview and a detailed analysis and discussion of as many threat COAs as the intelligence staff has been able to develop.
- **Summary of the most significant points.** This includes—
 - The most significant terrain and weather and civil considerations effects on operations.
 - Potential impacts of operations on terrain and civil considerations.
 - At a minimum, the most likely and most dangerous threat COAs.
 - The most significant threat vulnerabilities.

A-6. The intelligence estimate also includes four tabs:

- **Tab A (Terrain).** Terrain is developed primarily by the engineer coordinator.
- **Tab B (Weather).** Weather is developed primarily by the staff weather officer.
- **Tab C (Civil Considerations).** Civil consideration products are developed primarily by the intelligence officer, in coordination with the rest of the staff.
- **Tab D (Intelligence Preparation of the Battlefield [IPB]).** IPB products are developed primarily by the intelligence officer, in coordination with the rest of the staff.

INTELLIGENCE RUNNING ESTIMATE

A-7. A generic description of the intelligence running estimate is in paragraph 5-44. Once the intelligence running estimate has been completed, the intelligence officer must continue to update the intelligence estimate and any other intelligence products that may be affected by new or updated information or intelligence.

INTELLIGENCE SUMMARY

A-8. The INTSUM contains a brief summary of the most current threat situation covering a period designated by the commander. This period will vary with the desires of the commander and the requirements of the situation. It provides a summary of the enemy situation, enemy operations and capabilities, and the characteristics of the terrain and weather and civil considerations. An INSTUM can be presented in written, graphic, or oral format, as directed by the commander.

A-9. The INTSUM aids in assessing the current situation and updates other intelligence reports. Negative information is included, but no operational information is excluded. The INTSUM reflects the intelligence officer's interpretation and conclusions regarding threat capabilities and probable COAs, as well as civil considerations. The INTSUM is prepared at brigade and higher echelons and disseminated to higher, lower, and adjacent units. The INTSUM has no prescribed format except "INTSUM" will be the first item of the report. The following is an example of the basic information and intelligence that should be included in an INTSUM. This is neither an all-inclusive nor directed format:

- **Date-time group (DTG)** of the INTSUM and time period the INTSUM covers.
- **Weather and weather effects** that include the current conditions based on the military aspects of weather (visibility, wind, precipitation, cloud cover, temperature, and humidity), an extended forecast (5-7 days), projected weather impacts on specific friendly and threat systems and operations, light data.
- **Significant threat activities** over the reporting period and a near-term analysis of threat intent and activity.
- **Significant impacts of civil considerations** on operations and vice versa.
- **Subunit assessments of significant threat activities and civil considerations** in their AOs over the reporting period and a near-term analysis of threat intent and activity.

- **Notable trends in threat activity** (indications and warning [I&W]) over a designated period of time (such as the previous 14 days). This may be presented as an all-source analysis product or focused on specific threat activities of interest to the commander—or both. This portion of the INTSUM should highlight new or emerging threats and level of impact that each threat may present to the unit's operations.
- **Battle damage assessment (BDA) roll-up** includes known or estimated threat unit strengths, significant threat systems degraded or destroyed, and all known captured, wounded, or killed threat personnel during the reporting period.
- **Written enemy situation and/or situation template** (as of a specific DTG).
- **Assessments** include a near-term and a long-term assessment of threat activities with as much detail as possible based on available information and current intelligence analysis.
- **High-payoff target list (HPTL)** (in coordination with the targeting officer).
- **High-value target (HVT) list** (in coordination with the targeting officer) may include high-value individuals, depending on the unit mission.
- **Current PIRs and projected PIRs** by phase.
- **ISR synchronization tools and products.**
- **Special assessments** are developed for any unique circumstance that requires additional analysis.

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Appendix B

Language Support

ROLE OF LINGUISTS

B-1. Military operations are highly dependent on military- and contractor-provided foreign language support. The requirement to communicate with and serve on multinational staffs, communicate with local populations, and exploit enemy forces necessitates the use of linguists. The growing focus on multinational operations increases the competition for limited linguist resources that are vital for mission success. This appendix establishes the framework and process to access, prioritize, and employ the Army's limited organic linguist resources.

DETERMINING LINGUIST REQUIREMENTS

B-2. To identify linguist requirements, the staff conducts mission analysis and identifies specified or implied tasks requiring foreign language support. Other critical factors are the organization or echelon of command and the location of the mission. The staff uses these criteria to determine the allocation of linguists, such as one linguist team per echelon of command, one linguist per piece of equipment, or one linguist team per location where the function is to be performed. The staff then applies mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC)—to determine the number of linguists needed for an operation.

B-3. The staff must analyze each linguist assignment to determine the minimum level of foreign language proficiency needed. While interpretation for a peace negotiation requires not only outstanding linguistic capability but also cultural acumen, the translation of routine documents (with the aid of a dictionary) requires a much different skill set. Poor identification of linguist proficiency requirements can tie up the best linguists in less effective roles, creating linguist shortfalls in other areas.

B-4. The relative importance of each of the four linguist support categories is mission dependent. For example, during a noncombatant evacuation operation, civil and military coordination would probably not be as critical as intelligence and information collection. However, the situation is reversed for stability missions. Identifying these “dynamics” helps the commander and staff to prioritize linguist requirements.

B-5. Determining linguist requirements for any operation can be difficult because each operation is unique. However, commanders and staffs with a basic knowledge of organic Army linguistic assets, foreign language resource alternatives, and military intelligence (MI) skills can successfully assess, prioritize, and employ linguists to support their military operations.

PLANNING AND MANAGING LINGUIST SUPPORT

B-6. Commanders must consider the linguist requirements as part of the military decisionmaking process (MDMP) for every contingency plan and operation plan (OPLAN) assigned to their commands. Prior staff planning and identification of linguist requirements should prompt commanders to initiate linguist support requests and identify command relationships before actual operations.

B-7. If the mission analysis reveals requirements for linguistic support, the commander must identify what foreign languages are needed, the foreign language proficiency levels needed for each assignment, and the best source of linguists. In addition, if the mission includes intelligence and information collection, the commander must identify MI collection skills required. During mission analysis, commanders should consider linguist requirements for every contingency plan and OPLAN assigned to their command.

CONTRACT LINGUIST CATEGORIES

B-8. When requesting civilian contract linguists, the commander and staff must identify requirements by category. All commands must comply with the Army counterintelligence (CI) screening policy for contract linguist support. The contract linguist categories are—

- **Category I.** Linguists must at least have advanced professional proficiency in the target language (Interagency Language Roundtable [ILR] level 4) (see paragraph B-34 for an explanation of proficiency levels) and general working proficiency (ILR 2+) in English. They may be locally hired or from a region outside the area of operations (AO). They do not require a security clearance.
- **Category II.** Linguists are U.S. citizens granted access to SECRET by the designated U.S. Government personnel security authority. They must at least have advanced professional proficiency in the target language (ILR 4) and a high-level limited working proficiency (ILR 2+) in English.
- **Category III.** Linguists are U.S. citizens granted either top secret (TS)/sensitive compartmented information (SCI) or an interim TS/SCI clearance by the designated U.S. Government personnel security authority. They must meet a minimum of general professional proficiency (ILR 3) in both the target language and English.

PRIMARY STAFF RESPONSIBILITIES

B-9. Primary staff at each echelon has responsibilities for evaluating requirements and managing linguist support. The responsibilities include but are not limited to those discussed below. In addition, each staff section is responsible for determining its linguist support required to meet operational missions.

ASSISTANT CHIEF OF STAFF, G-1/S-1

B-10. The assistant chief of staff, personnel, is responsible for the following tasks:

- Identify linguist requirements needed to support G-1/S-1 functions in all contingency areas. G-1/S-1 requirements for linguist support include but are not limited to the following:
 - Coordinate with local authorities on matters of civilian hire and recordkeeping.
 - Coordinate for local morale support and community activities.
 - Coordinate with local authorities for postal operations.
 - Support for administration, counseling, personal affairs, and leave for local national and third-country national personnel.
 - Liaison with multinational counterparts.
- Linguist staffing and linguist replacement management.
- Identify foreign language skill identifiers for all assigned, attached, or operational control (OPCON) Army linguists.
- Identify all Army foreign language skilled Soldiers not identified in the personnel database of record.
- Deploy and provide human resource support to Army and Department of Defense (DOD) civilian linguists.
- Provide human resource support for local national linguists.
- Procure Army foreign language support personnel for screening local labor resources.

ASSISTANT CHIEF OF STAFF, G-2/S-2

B-11. The assistant chief of staff, intelligence, is responsible for the following tasks:

- Identify linguist requirements needed to support intelligence officer functions in all contingency areas. Intelligence officer requirements for linguist support include but are not limited to the following:

- Identify category II and category III linguist requirements.
- Evaluate and/or use local maps and terrain products in operations.
- Process for MI purposes material taken from detainees or civilian internees.
- At lower echelons, conduct Soldier surveillance and reconnaissance.
- Assess local open-source information for intelligence value.
- Coordinate intelligence and liaison with multinational and host-nation counterparts.
- Determine, during the initial intelligence preparation of the battlefield (IPB), all foreign languages (spoken and written) and dialects needed for mission accomplishment.
- Collect, process, produce, and disseminate information derived from linguist sources.
- Provide intelligence training for MI linguists employed in AOs.
- Coordinate for security investigations, as necessary, for local hire linguists.
- Provide support to CI screening of contracted linguists and local national labor force.

ASSISTANT CHIEF OF STAFF, G-3/S-3

B-12. The assistant chief of staff, operations, is responsible for the following tasks:

- Identify linguist requirements needed to support operations officer functions in all contingency areas. Operations officer requirements for linguist support include but are not limited to the following:
 - Identify category II and category III linguist requirements.
 - Operational coordination and liaison with multinational and host-nation counterparts.
 - Translate operation orders (OPORDs) and OPLANs for use by multinational counterparts.
- Consolidate unit linguistic requirements and establish priorities.
- Develop linguist deployment and employment plans.
- Develop plans to train linguists and to use linguists for training the force in AO's foreign language survival skills. In addition to global language skills, linguists must have training in specific vocabulary used in the AO; for example, terms used for military, paramilitary, civilian or terrorist organizations, and ethnic groups within the area, nomenclatures of equipment used, and other military or technical vocabulary. Training in the specific dialect used in the AO would also be beneficial.
- Assign, attach, and detach linguists and linguist teams.
- Integrate additional or replacement linguists through operational channels.
- Recommend modernization and development of linguist systems and methods.
- Coordinate mobilization and demobilization of Army Reserve and Army National Guard linguist support.
- Plan linguist usage for deception operations.
- Plan linguist support for movement of enemy prisoners of war, detainees, and displaced civilians.
- Coordinate evaluation of linguist support by all staff elements.

ASSISTANT CHIEF OF STAFF, G-4/S-4

B-13. The assistant chief of staff, logistics, is responsible for the following tasks:

- Identify linguist requirements needed to support G-4/S-4 functions in all contingency areas. G-4/S-4 linguist requirements for linguist support include but are not limited to the following:
 - Procure local supply, maintenance, transportation, and services.
 - Coordinate logistics at air and seaports of debarkation.
 - Contract with local governments, agencies, and individuals for sites and storage.
 - Contract for and hire local personnel.

- Provide logistic, supply, maintenance, and transportation support to attached linguists.

ASSISTANT CHIEF OF STAFF, G-6/S-6

B-14. The assistant chief of staff, signal is responsible for the following tasks:

- Identify linguist requirements needed to support G-6/S-6 functions in all contingency areas. G-6/S-6 linguist requirements for linguist support include but are not limited to the following:
 - Coordinate suitable commercial information systems and services.
 - Coordinate with multinational forces on command frequency lists.
 - Coordinate signal support interfaces with host-nation and multinational forces.
- Manage radio frequency assignments for supporting linguist elements.
- Support linguist operations with internal document reproduction, distribution, and message services.
- Integrate automation management systems of linguist units.

ASSISTANT CHIEF OF STAFF, G-7/S-7

B-15. The assistant chief of staff, information engagement, is responsible for fostering and supporting mutually planned and synchronized information engagement efforts.

ASSISTANT CHIEF OF STAFF, G-8/S-8

B-16. The assistant chief of staff, resource management, is responsible for the following tasks:

- Acquire, manage, and distribute funds to support linguist (contractor) staffing.
- Manage resources to support linguists.
- Plan, program, and develop budget.
- Coordinate and support linguist accounting.
- Estimate, track, and report costs for specific operations.

ASSISTANT CHIEF OF STAFF, G-9/S-9

B-17. The assistant chief of staff, civil affairs operations, is responsible for the following tasks:

- Identify linguist requirements needed to support G-9/S-9 functions in all contingency areas. G-9/S-9 linguist requirements for linguist support include but are not limited to the following:
 - Determine civilian impact on military operations.
 - Minimize civilian interference with operations.
 - Recommend curfews, movement restrictions, and relocations if applicable.
 - Provide assistance to liaison with host-nation and multinational agencies, dignitaries, and authorities.
 - Promote positive community programs to win over support.
 - Support, as necessary (including interpreters), resolution of civilian claims against the U.S. Government.
 - Protect culturally significant sites through command recommendations.
 - Use linguistic and cultural support to identify cultural and religious customs.
- Assist the G-1 in the administrative support to identify linguists and G-4 in the contracting of local hires (especially linguists).
- Identify foreign language requirements to support operations.
- Identify and adjust use of host-nation and other resources (such as linguists and labor) available from civil authorities.

SPECIAL STAFF OFFICER RESPONSIBILITIES

B-18. Linguist requirements for special staff officers include but are not limited to the staff officers shown in table B-1.

Table B-1. Special staff officer responsibilities requiring linguist support

| <i>Special staff officer</i> | <i>Responsibilities</i> |
|---|--|
| Liaison officer | <ul style="list-style-type: none"> Should speak the required foreign language. If not, the liaison officer requires a translator or interpreter for all aspects of duties. Requests interpreters to assist when representing the multinational operations. Translates orders, maps, traces, overlays, and documents into multinational foreign languages. |
| Civilian personnel officer | <ul style="list-style-type: none"> Recruits, interviews for suitability, and hires civilian local labor force, if required. Negotiates host nation on labor agreements. |
| Dental surgeon | <ul style="list-style-type: none"> Administers dental care to support humanitarian mission requirements. Rehabilitates, constructs, and gains access to existing dental facilities as required. |
| Financial management officer | <ul style="list-style-type: none"> Supports the procurement process of local goods and services not readily available through normal logistic channels. Ensures limited non-U.S. and U.S. pay support to multinational forces, host-nation forces, designated civilians, and detainees. Ensures all necessary banking and currency support are available in theater. |
| Surgeon | <ul style="list-style-type: none"> Supports medical humanitarian assistance and disaster relief operations. Provides medical care to detainees and civilians within the command's area of operations. Coordinates medical laboratory access in the area of operations. Determines the nature of local health threats to the force through populace interviews. Determines the identity of local or captured medical supplies. |
| Veterinary officer | <ul style="list-style-type: none"> Determines source and suitability of local foods. Assists the local population with veterinary service needs. |
| Chemical officer | <ul style="list-style-type: none"> Identifies enemy force chemical weapons and equipment. Communicates chemical, biological, radiological, nuclear, and high-yield explosives risks to supported populations. |
| Engineer coordinator | <ul style="list-style-type: none"> Procures proper local materials to support engineering missions. Communicates engineering project requirements to contracted local work force. Communicates engineering project impact on local landowners and other affected parties. Procures local topographic maps and terrain products. Assesses environmental concerns of host-nation and local populations in multinational operations. |
| Provost marshal | <ul style="list-style-type: none"> Supports displaced civilian control activities. Supports internment and resettlement operations, to include displaced civilians. Supports weapons buy-back programs, as required, and works closely with civil-military liaisons for payments to local officials. Supports counterdrug and customs activities. When authorized, helps foreign civil authorities maintain control. Conducts liaison with local law enforcement agencies. |
| Psychological operations officer | <ul style="list-style-type: none"> Produces approved psychological operations products and counterpropaganda media. Evaluates the impact of psychological operations on the target audience. |
| Air defense coordinator | <ul style="list-style-type: none"> Supports identification of enemy air defense artillery. Communicates air defense warnings to supported populations. Communicates air defense project requirements to contracted local work force. |
| Safety officer | <ul style="list-style-type: none"> Provides safety training to local labor force. Communicates warnings of dangerous military operations and other hazards to local populace. |
| Transportation officer | <ul style="list-style-type: none"> Coordinates commercial and local transportation needs. Coordinates movement scheduling and routes with multinational forces and/or host nation. |

PERSONAL STAFF OFFICER RESPONSIBILITIES

B-19. Linguist requirements for personal staff officers include but are not limited to the staff officers shown in table B-2.

Table B-2. Personal staff officer responsibilities

| <i>Personal staff officer</i> | <i>Responsibilities</i> |
|-------------------------------|--|
| Chaplain | <ul style="list-style-type: none"> • Coordinates religious support with multinational partners. • Determines the impact of local population religious group faiths and practices on military operations. • Provides religious support to the community including hospital patients, detainees, displaced civilians, and civilian detainees. • Conducts liaison with local population religious leaders in close coordination with the G-9. |
| Public affairs officer | <ul style="list-style-type: none"> • Acts as the commander's spokesman for all communication with external media. • Assesses the accuracy of foreign media interpretation of public affairs office releases. • Assesses and recommends news, entertainment, and other information (assisting G-9) for contracted services of foreign nationals. |
| Staff judge advocate | <ul style="list-style-type: none"> • Translates and interprets foreign legal codes, status-of-forces agreements, and international laws. • Determines local environmental laws and treaties through translation services. • Assesses the treatment of detainees and civilian internees. • Translates documents to support G-4 in local contracts. |

SOURCES OF LINGUISTS

B-20. There are various sources a commander can use to obtain the linguists necessary to support operations. It is vital to know the advantages and disadvantages of each type of linguist and to carefully match the available linguists to the various aspects of the operation.

ARMY LANGUAGE-QUALIFIED MOS/AOCs

B-21. The MI language-dependent enlisted military occupational specialties (MOSs) are 35P with a special qualification identifier (SQI) of L (Cryptologic Communications Interceptor/Locator) and 35M (Human Intelligence [HUMINT] Collector) and their related warrant officer (WO) area of concentration (AOC) of 352P and 351M. Some Soldiers in MOS 35F (All-Source Intelligence Analyst), MOS 35L (CI Agent), and MOS 35N (Signals Intelligence [SIGINT] Analyst), and their related WO AOCs 350F, 351L, and 352N are trained in foreign languages.

B-22. Using Soldiers in the MOSs and AOCs mentioned above has many advantages. They are trained in the military system, are not subject to deployment restrictions (a limiting factor with civilian linguists), have a security clearance, and as U.S. personnel, they support the command's interests. The major disadvantage to using these individuals for general foreign language support is they are removed from their primary MI functions. They should be used only in linguistic duties that include intelligence potential.

B-23. Non-MI Army language-qualified enlisted MOSs and officer AOCs are in career management fields/branch codes 18 (Special Forces [enlisted and officers]), 37 (Psychological Operations [PSYOP]), 38 (Civil Affairs [CA]), 180A (Special Forces WO); and functional area 48 (Foreign Area Officer). Particular attention must be paid to the recorded language proficiency and test date of these individuals since the standards vary by field. The same advantages and disadvantages apply as with the MI linguists.

B-24. The Army also includes linguists in MOS 09L (Translator/Interpreter). The 09Ls are specifically trained to be translators and interpreters. They have the same advantages as listed above for language-

dependent MOS/AOCs. An added advantage is that since their sole job is translation and interpretation, they do not have to be removed from another job to be used as linguists. Major disadvantages are they have no additional skills that give them dual functionality as do the 18, 37, 38, 180A MOSs/AOCs, and they usually do not have security clearances, which can limit their use.

ARMY LINGUISTS NOT DOD-TRAINED

B-25. The Army also includes numerous Soldiers of all grades who are proficient in a foreign language and are receiving a foreign language proficiency bonus in accordance with AR 11-6 but whose primary duties do not require foreign language proficiency. They may have attended a civilian school to learn a foreign language, or they may have acquired proficiency through their heritage. They have the advantage of being trained Soldiers and are therefore readily deployable throughout the AO.

B-26. These Soldiers may have the specific vocabulary and military skill knowledge for certain linguist support missions. For example, a supply sergeant who speaks the local language would be an invaluable asset to the G-4. There are disadvantages in that they already have another job and units are reluctant to give up personnel especially if they are in key positions. Their capabilities are difficult to assess. Since they are not required to take the Defense Language Proficiency Test (DLPT) and if they are not receiving a foreign language proficiency bonus, it is often difficult for the G-1/S-1 to identify them as a linguist or for a nonlinguist to judge the level of their foreign language capability.

OTHER SERVICE LINGUISTS

B-27. Other Service linguists have the advantage of deployability, loyalty, and in most cases a security clearance. However, they must often learn the Army system and specific Army terminology. They are also difficult to obtain since their parent Service probably lacks a sufficient number of trained linguists as well. Other Service linguists, however, will be valuable in joint operation centers and joint activities. When serving a joint task force (JTF) headquarters, Army commanders and staffs must be aware of the linguists in the other Services to plan for their participation and optimize their employment.

U.S. CONTRACT LINGUISTS

B-28. U.S. civilians can be contracted to provide linguist support. They have an advantage over local national hires because their loyalty to the U.S. is more readily evaluated, and it is easier for them to be granted the necessary security clearance. However, there are usually severe limitations on the deployment and use of civilians. A careful assessment of their language ability is important because, in many cases, they use old-fashioned terms or interject U.S. idioms. If the linguists are recent immigrants, the use of the language in their country of origin could be dangerous to them, or their loyalty may reside with their own country, religious group, tribal affiliation, or other close connections when at odds with U.S. interests.

LINGUISTS FROM MULTINATIONAL PARTNERS

B-29. Linguists provided through multinational partners have their own set of advantages and disadvantages. These linguists may be unfamiliar with the U.S. military system unless they have previously participated in a multinational operation with U.S. forces. They may have a security clearance, but clearances are not necessarily equal or reciprocal, automatically guaranteeing access to classified or sensitive information between nations. They support the command's interest but may have differing priorities or responsibilities within their assigned AOs. These linguists are already fulfilling specific duties for their own nation, which may have a shortage of linguists as well. The major disadvantage to acquiring and maintaining linguist support from multinational partners is that they are outside the military authority of U.S. forces and not under U.S. military contract. These linguists will be valuable in multinational operations centers and activities.

LOCAL NATIONAL CONTRACT LINGUISTS

B-30. Local national hires will provide the bulk of linguist support. They are usually less expensive to hire than U.S. civilians are, and will know the local dialect, idioms, and culture. The expertise of these linguists in particular areas or subject matters can be an asset. However, there are several potential problems with using local national hires, including limited English skills and loyalty considerations. Therefore, a screening interview or test is necessary to determine their proficiency in English. These individuals must also be carefully selected and screened by CI personnel (with U.S. linguist support) initially and periodically throughout their employment. Their loyalty is always questionable. Local prejudices may influence them, and they may place their own interests above those of the United States.

LINGUISTIC SUPPORT CATEGORIES

B-31. Foreign language support requirements of U.S. armed forces typically fall into one of four broad categories:

- **Intelligence and information collection.** This category includes the traditional SIGINT, CI, and HUMINT disciplines, as well as foreign language support to protection and exploitation of open-source information.
- **Operations and multinational liaison.** This category includes the coordination of military operations and liaison with multinational partners, previously unaffiliated nations, and at times adversary or former adversary nations. Multinational operations are becoming more common and increasingly important.
- **Civil affairs activities.** CA activities enhance the relationship between civil authorities in areas with military forces. They involve applying CA functional specialty skills to areas normally under the responsibility of the civil government. These operations involve establishing, maintaining, influencing, or exploiting relations between military forces and all levels of host-nation government agencies. These activities are fundamental to executing stability tasks. CA personnel, other Army forces, other government agencies, or a combination of all three performs these tasks. Foreign language support is critical to CA in areas such as government liaison, legal agreements, medical support and operations, law enforcement, engineering projects, public safety, security and population control, and PSYOP.
- **Sustainment.** This category consists of foreign language support to sustainment functions. These functions include logistic contracting; port, railhead, airhead, or transshipment operations; and convoy operations.

EVALUATING LINGUIST PROFICIENCY

B-32. Commanders and staffs must understand the Army linguist proficiency evaluation system to effectively plan for and employ linguists. Evaluation and reevaluation of linguist proficiency is covered in detail in AR 11-6, chapter 5. Language testing is required for all Army personnel in a language-dependent MOS/AOC, who have received foreign language training at Government expense, who are receiving a foreign language proficiency bonus, or who are in a language-required position regardless of MOS/AOC. Other Army personnel who have knowledge of a foreign language are encouraged to take the proficiency test and may work as linguists.

B-33. The Army uses the DLPT to determine foreign language proficiency levels. To determine which DLPTs are currently available, contact the local test control office at the local education center or the Defense Language Institute Foreign Language Center. For those foreign languages with no printed or recorded test, oral proficiency interview tests are arranged. The DLPT is an indication of foreign language capability, but it is not the definitive evaluation of an individual's ability to perform linguist support.

B-34. The Army subscribes to the Interagency Language Roundtable's descriptions of the proficiency levels for the skills of speaking, listening, reading, and writing a foreign language, which are available at www.govtilr.org. The plus-level designators, shown as a "+" symbol, are used to designate when a linguist is above a base level, but not yet to the capability of the next level. For example, 2+ would indicate a better

than limited working proficiency in the foreign language. The six “base levels” of proficiency, as established by DLPT and/or oral exam, are—

- **Level 0 (no proficiency).** The Soldier has no functional foreign language ability. Level 0+ is the minimum standard for special-forces personnel and indicates a memorized proficiency only.
- **Level 1 (elementary proficiency).** The Soldier has limited control of the foreign language skill area to meet limited practical needs and elementary foreign language requirements.
- **Level 2 (limited working proficiency).** The linguist is sufficiently skilled to be able to satisfy routine foreign language demands and limited work requirements.
- **Level 3 (general professional proficiency).** The linguist is capable of performing most general, technical, formal, and informal foreign language tasks on a practical, social, and professional level.
- **Level 4 (advanced professional proficiency).** The linguist is capable of performing advanced professional foreign language tasks fluently and accurately on all levels.
- **Level 5 (functionally native proficiency).** The linguist is functionally equivalent to an articulate and well-educated native in all foreign language skills; the linguist reflects the cultural standards of the country where the foreign language is natively spoken.

B-35. The above proficiency base levels designate proficiency in any of the four language skills—listening, reading, speaking, and writing. The DLPT only evaluates reading and listening skills (for example, 2+/3, or 3/1+). Currently, these tests do not evaluate linguists above the 3 proficiency level. The current Army standard to be considered a qualified linguist is a level 2. Oral proficiency interviews evaluate speaking proficiency and may be used to provide a listening score. These interviews may provide an evaluation all the way up to the 5 proficiency level.

ARMY LANGUAGE PROGRAM CHALLENGES

B-36. Implementation of the Army language program results in several major challenges:

- Acquiring a sufficient number of linguists in the appropriate languages.
- Anticipating future Army missions and deployments.
- Accurately forecasting the nature and extent of the Army’s future linguist needs.
- Defining the special aptitude needed to learn foreign languages.
- The amount of training time required to produce a qualified linguist.
- The high perishability of foreign language skills.
- The constant maintenance required to maintain language skills.
- Linguist retention; foreign languages are a very marketable skill in the civilian sector.
- Army leadership understanding of linguist issues.

LINGUIST SUPPORT FOR INTELLIGENCE AND INFORMATION COLLECTION

B-37. The following paragraphs discuss linguist support available for intelligence and information collection.

SIGNALS INTELLIGENCE-CRYPTOLOGIC COMMUNICATIONS INTERCEPTOR/LOCATOR

B-38. A cryptologic communications interceptor/locator (MOS 35P) analyzes and reports information obtained through intercept of foreign language communications. Communications intelligence (COMINT), together with intelligence research and analysis missions, demand highly skilled listening and reading language capability.

LINGUIST

B-39. The Army includes linguists in MOS 09L, who are specifically trained to be interpreters and translators:

- **Interpreter 09L.** Interpretation is the transfer of meaning from one spoken language into another spoken language. Units may require interpretation capabilities to support commanders in communicating with multinational and threat forces. CA and PSYOP units and law enforcement, medical, logistic, transportation, training, legal, liaisons, and engineer units may also require interpreter support. Currently, most Services do not have an interpreter specialty.
- **Translator 09L.** Translation is the rendering by writing of meaning from one written language into another language. Units may require translation of documents to support commanders in communicating with multinational and threat forces. CA and PSYOP units and law enforcement, medical, logistic, transportation, training, legal, liaisons, and engineer units may also require translator support. Currently, most Services do not have a pure translator specialty.

HUMAN INTELLIGENCE

B-40. HUMINT collectors specifically include enlisted personnel in MOS 35M, WOs in MOSs 351M and 351Y, commissioned officers in MOS 35F, select other specially trained MOSs, and their Federal civilian employee and civilian contractor counterparts.

Note. These specially trained and certified individuals are the **only** personnel authorized to conduct HUMINT collection operations.

B-41. HUMINT collection operations that require foreign language capability include the following:

- **Interrogation.** Foreign language requirements for interrogation operations include the ability to read foreign language documents for planning and preparation and support to document and media exploitation (DOMEX); and listening and speaking abilities for conduct of the interrogation itself. Even if the interrogation is going to be accomplished using an interpreter, it is beneficial for the interrogator to have proficiency in the target language for more complete understanding and quality control of the interpreter.
- **Debriefing.** Debriefers require foreign language reading, listening, and speaking capabilities to prepare for and carry out debriefings.
- **Liaison.** HUMINT collectors rely heavily on language ability to conduct effective liaison with host-nation and other officials.
- **Military source operations (MSO).** All foreign language capabilities are required for effective conduct of MSO.
- **Support to DOMEX.** HUMINT collectors with a foreign language reading capability can provide initial support to DOMEX. Many captured enemy documents (CEDs) are associated with detainees and other human sources. HUMINT collectors will often be the first persons to screen the CEDs associated with these detainees and other human sources for immediate exploitation and use in their interrogations.
- **Screening.** HUMINT collectors conducting screening must have a foreign language capability in reading, speaking, and listening.

COUNTERINTELLIGENCE

B-42. A CI agent is a Soldier in MOS 35L, a WO in MOS 351L, or a commissioned officer in MOS 35E. A CI agent obtains information by direct questioning of a person or persons that may or may not be under the agent's control. Language requirements for CI roles require skills comparable to those performed by HUMINT specialists. A skilled interpreter can often assist a debriefer, whose skill set is often treated as an additional skill identifier (ASI) added to the HUMINT or CI specialties.

ADDITIONAL LINGUIST SUPPORT SOURCES

B-43. The intelligence officer may be able to get additional linguist support from other military services and from government agencies such as the National Security Agency (NSA), the National Media Exploitation Center, Central Intelligence Agency (CIA), Defense Intelligence Agency (DIA), the Open Source Center, and the National Virtual Translation Center.

SUSTAINING MILITARY LINGUIST PROFICIENCY

B-44. Language proficiency is a very perishable skill; it diminishes rapidly with lack of use and absence of exposure to the foreign language. In fact, language is quite similar to physical training—it should be performed regularly, if not daily, to maintain capability. Soldiers become a more valuable military asset as they increase their foreign language proficiency. To maintain combat readiness, commanders need to ensure Soldiers have the training time and tools to improve their foreign language skills—as they do for physical training, warrior task training, and other Soldier skills.

B-45. Language labs, online foreign newspapers, and foreign radio broadcasts are all examples of language training resources that may be used for regular training. Additionally, commanders should require all military linguists participate in periodic significant language training events. In-country language immersion training, in-garrison contracted language instructors, and intermediate and advanced language courses taught at the Defense Language Institute Foreign Language Center are some of the options that can be used to meet this training mandate. Funding for language training is available through language-training program funds.

Note. Linguists are a critical resource within the military. Linguists will be employed in MOS-assigned positions or critical linguistic mission tasks and missions and will not be assigned to or employed in duties as drivers, radio operators, or clerks.

B-46. Developments in technology and the Internet permit Soldiers to use their foreign language as often as they can find time. The following are resources that commanders may use to support their Soldiers' foreign language capabilities:

- **In-country immersion (commercial).** Several commercial companies provide the opportunity to send Soldiers to countries where the Soldier may attend language courses and live among the local residents:
 - International Center at the University of Utah (<http://www.international.utah.edu>).
 - Worldwide Language Resources (<http://www.wvwr.com>).
 - National Registration for Language Abroad (NRCSA) (<http://www.nrcsa.com>).
- **International Standards Organization (ISO)-Immersion.** There are commercial and federal programs that provide foreign country environment within the continental United States (CONUS):
 - Language Enrichment Activities Program, the Foreign Language Training Center, Fort Lewis, Washington.
 - Global Language Systems, Bountiful, Utah (<http://www.glsnet.globtra.com/>).
- **Joint language centers.** Each of the regional operation centers of the NSA has a language support organization that provides formal language training opportunities:
 - Fort Gordon, Georgia (NSA-G).
 - Schofield Barracks, Hawaii (NSA-H).
 - Medina Annex, Lackland Air Force Base, Texas (NSA-T).
- **Local college or university language courses.** Check with local universities and colleges for language courses. Some institutions provide the opportunity for custom designed courses for specific language needs.
- **Military language refresher programs.** All four military branches conduct language enhancement and language refresher courses at several locations through the Command

Language Program. Many of these programs are conducted in foreign countries as part of the military in-country immersion program.

- **Television programs.** Some of the best and more enjoyable ways of learning a foreign language are through movies and television programs. Both foreign and U.S. programs (with foreign subtitle or foreign dubbed) provide the linguist with enjoyable learning environments.
- **Computer and software language programs.** There are many commercial software programs currently on the market:
 - Transparent Language (<http://www.transparent.com/>).
 - Rosetta Stone ® (<http://www.rosettastone.com> also available to the military through Army Knowledge Online [AKO]).
 - Tell Me More (<http://www.tellmemorestore.com/>).
- **National Security Agency (NSA).**
- **Military Cryptologic Continuing Education Program (MCCEP).** The MCCEP, at <https://www.mccep.org/>, was established to provide a structure for the professional development of cryptologic military language analysts. MCCEP provides career guidance to assist language analysts in broadening and deepening their target knowledge and job abilities.
- **SCOLA ®.** A nonprofit educational organization that receives and retransmits television programming from around the world in many languages. These programs are available through Internet to students of language study, ethnic communities, and anyone seeking a global perspective. SCOLA's Web site is <http://www.SCOLA.org>; <http://www.podcastdirectory.com>.
- **Mobile training teams.** Contact the Defense Language Institute for more information on its mobile training team language courses (<http://www.dliflc.edu>).
- **On-the-job training.** One of the best, if not the best, methods to help Soldiers increase their language capabilities is through on-the-job training. Many federal programs need linguists. The Reach Language Support Program provides meaningful and challenging translation opportunities to members of the military while providing translation of foreign documents (rlsp.inbox@us.army.mil). Deployments also provide language proficiency training opportunities.
- **Unit command language program.** Almost all Army MI battalions have a command language program manager who supports military linguists in a personal language program development. The command language program manager is the best first step in any Army linguist's career.
- **Joint Language University.** The Joint Language University is a cooperative effort between agencies of the Federal Government, DOD, and academic institutions (<http://jlu.wbtrain.com/>).
- **Internet.** There are several language resources available on the Internet:
 - **Podcasts.** (<http://www.itunes.com>; <http://www.word2word.com/podad.html>).
 - **Google.** A wealth of language opportunities from music, podcasts, videos, programs, and all sorts of great new technology to support foreign language development (<http://www.google.com>).
 - **Lingnet.** An online information service, accessible through the Internet or through direct connection, devoted to meeting the needs of the linguist community (<http://www.lingnet.org>).
 - **Langnet.** A language learning support system with interactive materials designed for those who want to practice and maintain their target language reading and listening skills (<http://www.langnet.org>).
 - **Foreign Language Portal.** Lists, by foreign language, on the For Official Use Only Army server of foreign language materials (<https://www.us.army.mil/suite/doc/5987514>).

LANGUAGE TECHNOLOGY

B-47. DOD and the Army have limited human foreign language translation capability to meet requirements. The existing automated foreign language capability—Sequoyah Foreign Language

Translation System—mitigates linguistic shortfalls by expanding the number of language translation points of presence to meet the speech and text translation requirements for current and future operations. Sequoyah is a suite of existing and developing language software modules that are integrated, scalable, tailorable, interoperable, user-friendly, easily deployable, and available at all echelons. Sequoyah meets the foreign language translation requirements when human linguists are unavailable. It includes Web-enabled, mobile, and portable configurations.

LANGUAGE TECHNOLOGY LEXICON

B-48. **Machine language translation** is the use of an electronic device to communicate between English and one or more foreign languages.

B-49. A **machine foreign language translation system** is a system used to communicate between English and one or more foreign languages.

B-50. A **one-way device** is a device that contains prerecorded phrases in a desired target language. Phrases are selected that best support a situation and are then played as a recording for the target audience. Methods for selecting and playing a phrase can be touch (using a stylus or buttons) or speech recognition of a user reciting an English phrase. It is important to note that speech recognition in a one-way device will search for prerecorded phrases versus actual spontaneous speech translation.

B-51. A **one-way “plus” or “1.5 way”** device is a machine foreign language translation system that utilizes commonly used prerecorded phrases combined with speech.

B-52. A **two-way device** is a machine foreign language translation system that translates a user’s free speech into a desired target language and allows the targeted language to be translated back into English from the intended recipient. This type of device replicates a two-way spoken conversation at the basic level.

CAPABILITIES

B-53. Machine language translation capabilities include simple prerecorded speech phrase translations (phrase-based), full two-way free speech translations (free form), and text translations. Various systems have different capabilities that the user should fully understand before using the devices.

B-54. There are four modes of machine language translation—speech-to-speech, speech-to-text, text-to-text, and text-to-speech. Devices may operate in one mode exclusively or in a combination of modes. Speech-to-text and text-to-text devices can be used to monitor foreign broadcast media.

B-55. One-way devices can be loaded with a series of relevant questions, commands, or instructions based on the situation. This will ensure that the same questions, commands, or instructions are being used each time. As an example, these devices can be used for checkpoint operations where a specific sequence of events occurs repetitively for each person or vehicle passing through the checkpoint.

B-56. Some machine language translation devices can record long portions of speech for later translation by an interpreter. For example, anticoalition mosques in Iraq have disseminated tactical information and anticoalition messages during operations in the call to prayer. A recording of the call to prayer can be analyzed for its content later.

LIMITATIONS

B-57. All translation devices are limited to the content of their programs. One-way devices depend on the intended recipient acknowledging the preprogrammed phrases with simple *yes* or *no* responses or an indication that the recipient understands by their actions.

B-58. Sophisticated two-way devices interpret cultural and linguistic nuances as well as simple word-for-word translation. Regardless of the accuracy of the device, machines can only translate words. They cannot include the unspoken social and cultural subtexts that are also a component of any conversation. Additionally, the device might not account for variations in specific meaning of words or phrases based on

local dialects. Users must always be aware of the possibility of misunderstandings due to improperly translated words, phrases, or concepts.

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

| | |
|-------------------|---|
| 2X | human intelligence and counterintelligence staff element |
| 10 USC | Title 10, United States Code |
| 10 USC 467 | Section 467, Title 10, United States Code |
| 32 USC | Title 32, United States Code |
| ACO | Army Cryptologic Operations |
| AFDD | Air Force doctrine document |
| AMC | United States Army Materiel Command |
| AO | area of operations |
| AOC | area of concentration |
| AR | Army regulation |
| ARNG | Army National Guard |
| ARNGUS | Army National Guard of the United States |
| ASCC | Army Service component command |
| ASCOPE | areas, structures, capabilities, organizations, people, events (civil considerations) |
| ASPO | Army Space Program Office |
| ATCAE | Army Technical Control and Analysis Element |
| BCT | brigade combat team |
| BDA | battle damage assessment |
| BFSB | battlefield surveillance brigade |
| CA | civil affairs |
| CBRN | chemical, biological, radiological, and nuclear |
| CBRNE | chemical, biological, radiological, nuclear, and high-yield explosives |
| CCIR | commander's critical information requirement |
| CED | captured enemy document |
| CEM | captured enemy materiel |
| CI | counterintelligence |
| CIA | Central Intelligence Agency |
| CICA | counterintelligence coordinating authority |
| CIED | counter-improvised explosive device |
| CJCMC | combined joint captured materiel exploitation center |
| COA | course of action |
| CONUS | continental United States |
| COP | common operational picture |
| CSS | Central Security Service |

| | |
|---------------|--|
| DA | Department of the Army |
| DA PAM | Department of the Army pamphlet |
| DCGS-A | Distributed Common Ground System-Army |
| DCS | deputy chief of staff |
| DEA | Drug Enforcement Administration |
| DF | direction finding |
| DHE-M | Defense HUMINT Enterprise-manual |
| DHS | Department of Homeland Security |
| DIA | Defense Intelligence Agency |
| DIAM | Defense Intelligence Agency manual |
| DLPT | Defense Language Proficiency Test |
| DNA | deoxyribonucleic acid |
| DNI | Director of National Intelligence |
| DOD | Department of Defense |
| DODD | Department of Defense directive |
| DOMEX | document and media exploitation |
| DOS | Department of State |
| DST | decision support template |
| DTG | date-time group |
| EEFI | essential element of friendly information |
| ELINT | electronic intelligence |
| e-mail | electronic mail |
| EO | Executive order |
| EPW | enemy prisoner of war |
| ES | electronic warfare support |
| EW | electronic warfare |
| FBI | Federal Bureau of Investigation |
| FFIR | friendly force information requirement |
| FISINT | foreign instrumentation signals intelligence |
| FISS | foreign intelligence and security services |
| FM | field manual |
| FM | frequency modulation |
| FMA | foreign materiel acquisition |
| FME | foreign materiel exploitation |
| FMP | Foreign Materiel Program |
| FMI | field manual interim |
| G-1 | assistant chief of staff, personnel |
| G-2 | assistant chief of staff, intelligence |
| G-3 | assistant chief of staff, operations |
| G-4 | assistant chief of staff, logistics |

| | |
|----------------|---|
| G-6 | assistant chief of staff, signal |
| G-7 | assistant chief of staff, information management |
| G-9 | assistant chief of staff, civil affairs |
| GEOINT | geospatial intelligence |
| GMI | general military intelligence |
| GPC | geospatial planning cell |
| HCT | human intelligence collection team |
| HPT | high-payoff target |
| HQDA | Headquarters, Department of the Army |
| HUMINT | human intelligence |
| HVT | high-value target |
| HVTL | high-value target list |
| I&W | indications and warning |
| IAA | incident awareness and assessment |
| IED | improvised explosive device |
| ILR | Interagency Language Roundtable |
| IMINT | imagery intelligence |
| INSCOM | United States Army Intelligence and Security Command |
| INTSUM | intelligence summary |
| IPB | intelligence preparation of the battlefield |
| ISR | intelligence, surveillance, and reconnaissance |
| ITO | international terrorist organizations |
| J-2 | intelligence directorate of a joint staff |
| JCMEC | joint captured materiel exploitation center |
| JIOC | joint intelligence operations center |
| JOA | joint operations area |
| JP | joint publication |
| JPEG | Joint Photographic Experts Group |
| JRIC | joint reserve intelligence center |
| JTF | joint task force |
| MASINT | measurement and signature intelligence |
| MCCEP | Military Cryptologic Continuing Education Program |
| MCOO | modified combined obstacle overlay |
| MDMP | military decisionmaking process |
| METT-TC | mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (mission variables) |
| MI | military intelligence |
| MOS | military occupational specialty |
| MP | military police |
| MSIC | Missile and Space Intelligence Center |

| | |
|------------------|--|
| MSO | military source operations |
| MTI | moving target indicator |
| NAI | named area of interest |
| NCMI | National Center for Medical Intelligence |
| NGA | National Geospatial-Intelligence Agency |
| NGIC | National Ground Intelligence Center |
| NIST | national intelligence support team |
| NRO | National Reconnaissance Office |
| NSA | National Security Agency |
| NSG | National System for Geospatial Intelligence |
| NST | National Geospatial-Intelligence Agency support team |
| OMT | operational management team |
| OPCON | operational control |
| OPELINT | operational electronic intelligence |
| OPLAN | operation plan |
| OPORD | operation order |
| OPSEC | operations security |
| OSINT | open-source intelligence |
| PIR | priority intelligence requirement |
| PMESII | political, military, economic, social, information, infrastructure |
| PMESII-PT | political, military, economic, social, information, infrastructure, physical environment, time (operational variables) |
| POC | point of contact |
| PSYOP | psychological operations |
| R&D | research and development |
| RDEC | research, development, and engineering center |
| RFI | request for information |
| ROE | rules of engagement |
| S&TI | scientific and technical intelligence |
| S-1 | personnel staff officer |
| S-2 | intelligence staff officer |
| S-3 | operations staff officer |
| S-4 | logistics staff officer |
| S-6 | signal staff officer |
| S-7 | information engagement staff officer |
| S-9 | civil affairs staff officer |
| SBCT | Stryker brigade combat team |
| SCI | sensitive compartmented information |
| SECDEF | Secretary of Defense |
| SIGINT | signals intelligence |

| | |
|------------------|--|
| SIR | specific information requirement |
| S//NF | secret//not releasable to foreign nationals |
| SOF | special operations forces |
| SOFA | status-of-forces agreement |
| SOP | standing operating procedure |
| TC | training circular |
| TCAE | technical control and analysis element |
| TECHELINT | technical electronic intelligence |
| TECHINT | technical intelligence |
| TENCAP | Tactical Exploitation of National Capabilities Program |
| THREATCON | threat condition |
| TPFDD | time-phased force and deployment data |
| TS | top secret |
| TSCM | technical surveillance countermeasures |
| TTP | tactics, techniques, and procedures |
| UAS | unmanned aircraft system |
| UGS | unattended ground sensor |
| U.S. | United States |
| USAR | United States Army Reserve |
| USC | United States Code |
| USCG | United States Coast Guard |
| WARNO | warning order |
| WMD | weapons of mass destruction |
| WO | warrant officer |
| WTI | weapons technical intelligence |

SECTION II – TERMS

*all-source intelligence

(Army) The intelligence discipline concerned with all-source products and the processes used to produce them. (joint) 1. Intelligence products and/or organizations and activities that incorporate all sources of information, most frequently including human resources intelligence, imagery intelligence, measurement and signature intelligence, signals intelligence, and open-source data in the production of finished intelligence. 2. In intelligence collection, a phrase that indicates that in the satisfaction of intelligence requirements, all collection, processing, exploitation, and reporting systems and resources are identified for possible use and those most capable are tasked. (JP 2-0)

*analysis

The process by which collected information is evaluated and integrated with existing information to produce intelligence that describes the current—and attempts to predict the future—impact of the threat, terrain and weather, and civil considerations on operations.

general military intelligence

Intelligence concerning the (1) military capabilities of foreign countries or organizations or (2) topics affecting potential US or multinational military operations, relating to the following subjects: armed forces capabilities, including order of battle, organization, training, tactics, doctrine, strategy, and other

factors bearing on military strength and effectiveness; area and terrain intelligence, including urban areas, coasts and landing beaches, and meteorological, oceanographic, and geological intelligence; transportation in all modes; military materiel production and support industries; military and civilia communications systems; military economics, including foreign military assistance; insurgency and terrorism; military political-sociological intelligence; location, identification, and description of militaryrelated installations; government control; escape and evasion; and threats and forecasts. (Excludes scientific and technical intelligence.) (JP 2-0)

***human intelligence**

The collection by a trained human intelligence collector of foreign information from people and multimedia to identify elements, intentions, composition, strength, dispositions, tactics, equipment, and capabilities.

***intelligence reach**

A process by which intelligence organizations proactively and rapidly access information from, receive support from, and conduct direct collaboration and information sharing with other units and agencies, both within and outside the area of operations, unconstrained by geographic proximity, echelon, or command.

***intelligence requirement**

A type of information requirement developed by subordinate commanders and the staff (including subordinate staffs) that requires dedicated ISR collection for the elements of threat, terrain and weather, and civil considerations.

***open-source intelligence**

The discipline that pertains to intelligence produced from publicly available information that is collected, exploited, and disseminated in a timely manner to an appropriate audience for the purpose of addressing a specific intelligence requirement.

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