FM 2-0
INTELLIGENCE OPERATIONS

APRIL 2014

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Intelligence Operations

Contents

*This publication supersedes Appendix B of FM 2-0, dated 23 March 2010. It completes the supersession of FM 2-0, dated 23 March 2010. Chapters 1 through 13 and appendix A of that manual were superseded by ADRP 2-0, dated 31 August 2012.

Figures

Tables

Preface

Conduct intelligence operations is one of four primary tasks conducted as part of information collection. (The others are reconnaissance, surveillance, and security operations.) FM 2-0 describes how military intelligence (MI) units and collection assets conduct intelligence operations to accomplish the tasks developed during information collection. FM 2-0 also contains the descriptions of the Army tactical tasks included in the intelligence warfighting function, doctrine on language support, and doctrine on employing remote sensors. This manual is designed to be used with ADPs 2-0, 3-0, and 5-0 and ADRPs 2-0, 3-0, and 5-0.

The principal audience for FM 2-0 is commanders, staff officers, and senior noncommissioned officers of organizations that conduct intelligence operations, including MI organizations subordinate to battalion and higher level maneuver and support formations, and the intelligence staffs of those formations. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning joint intelligence. This manual forms the foundation for instruction on intelligence operations within the Army's educational system. Trainers and educators throughout the Army also use this manual.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

Paragraphs 5-12 through 5-14 implement multinational doctrine in Allied Joint Publication (AJP) 2-0.

FM 2-0 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication is not the proponent for any Army terms.

At the time of final development of this publication, the Army is well on its way to replacing battlefield surveillance brigades and modernizing the force with expeditionary military intelligence brigades (E-MIBs). Therefore, FM 2-0 briefly describes the base structure and capabilities of the E-MIBs. Echelon publications, when developed, will provide a more detailed description and techniques for employment of the E-MIB.

FM 2-0 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.

The proponent of FM 2-0 is the U.S. Army Intelligence Center of Excellence. The preparing agency is the Capabilities Development and Integration Directorate, U.S. Army Intelligence Center of Excellence. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Intelligence Center of Excellence, ATTN: ATZS-CDI-D (FM 2-0), 550 Cibeque Street, Fort Huachuca, AZ 85613-7017; by e-mail to usarmy.huachuca.icoe.mbx.doctrine@mail.mil; or submit an electronic DA Form 2028.

Introduction

Intelligence operations are one of the primary activities within information collection. Intelligence operations collect information used to develop the intelligence vital to exercising mission command. Commanders, through their choice of critical information requirements and through mission command, drive the operations process.

Commanders visualize, describe, direct, lead, and assess throughout the operations process, with understanding as their starting point. The staff process of intelligence preparation of the battlefield (IPB) assists in developing in-depth understanding of relevant aspects the operational environment. Based on IPB results, commanders visualize the desired end state and a broad concept of how to shape the current conditions into that end state.

Commanders express gaps in relevant information as commander's critical information requirements (CCIRs). The staff performs the *planning requirements* task to develop an integrated plan to collect the information needed to answer those requirements. Plans and orders provide information collection tasks to be accomplished and inform units of support requirements for intelligence operations. Plans and orders provide the basis for employing MI collection assets effectively and efficiently.

MI units and Soldiers conduct intelligence operations to obtain information to satisfy formal requirements. For tactical operations, these requirements are specified in the information collection plan. Intelligence operations collect information about the intent, activities, and capabilities of threats and other relevant aspects of the operational environment to inform commander's decisions.

Intelligence operations also form one of the three core competencies of the intelligence warfighting function. The others are intelligence synchronization and intelligence analysis. Intelligence units and staffs at all echelons of a deployed force conduct *intelligence operations* to acquire the information and data needed to satisfy requirements. Intelligence staffs combine the results of intelligence operations with all available information and perform *intelligence analysis* to create products that support commanders' decisionmaking. *Intelligence synchronization* integrates information collection and intelligence analysis with operations to effectively and efficiently support decisionmaking. Successful execution and assessment of the force's overall operation depends on an intelligence staff proficient in all three competencies.

An understanding of joint intelligence, surveillance, and reconnaissance (ISR) is required to understand the relationship of intelligence operations and information collection to joint ISR. Army doctrine recognizes the joint definition of *intelligence, surveillance, and reconnaissance*: an activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function (JP 2-01). The Army executes ISR through information collection and the operations and intelligence processes (with an emphasis on intelligence analysis and leveraging the larger intelligence enterprise). Consistent with joint doctrine, the activities of Army information collection complement joint ISR activities. Developing the intelligence needed for success requires a fully concerted effort by all information collection assets, including coordinated exploitation of joint and national ISR capabilities.

The focus of this edition of FM 2-0 is distinctly different from that of previous editions. Previous editions established the fundamentals of military intelligence. This version focuses on the tactics used in the intelligence warfighting function's contribution to information collection—intelligence operations.

FM 2-0 describes the tactics all echelons use to conduct intelligence operations.

- **Chapter 1** describe the role of intelligence operations in Army operations and in the production of intelligence in terms of the operations and intelligence processes. It include the contributions intelligence operations make to information collection. It also addresses language support to Army forces (previously in appendix B), the role of regionally aligned forces, and the integration of special operations forces into intelligence operations.
- **Chapter 2** discusses the tactics used by intelligence organizations and staffs supporting BCTs.
- **Chapter 3** addresses division- and corps-level intelligence operations.

- **Chapter 4** describes theater army-level intelligence contributions to deployed forces and considerations intelligence staffs must address when a division or corps headquarters is required to serve as a joint force headquarters.
- **Chapter 5** addresses considerations intelligence staffs must address when operating as part of a multinational force.
- **Chapter 6** lists the Army tactical tasks associated with the intelligence warfighting function. Task descriptions have been revised to incorporate doctrine on information collection and other changes made by ADRP 3-0.

Note. FM 2-0 uses TUAS (for tactical unmanned aircraft system) in discussions specific to the RQ-7B Shadow, which is organic to the MI company and battlefield surveillance brigade. It uses UAS (for unmanned aircraft system) in discussions of topics common to all UAS categories.

FM 2-0 uses the word "theater" to indicate "theater of operations."

FM 2-0 refers to elements of intelligence staff organizations by the name used for them in tables of organization and equipment. When task-organized in a command post, these organizations fulfill the role of staff elements as described in ATTP 5-0.1.

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Chapter 1
Foundations of Intelligence Operations

ROLE OF INTELLIGENCE OPERATIONS

1-1. Intelligence operations collect information used to develop intelligence in support of the decisionmaking process of commanders down to the small-unit level. The primary purpose of Army intelligence operations is generating intelligence that supports the conduct of (planning, preparation, execution, and assessment) operations. (See ADRP 5-0.) Nonetheless, tactical-level Army forces draw on joint, operational, and strategic intelligence resources. Army forces conduct intelligence operations to support operational-level and even strategic-level requirements.

1-2. Successfully applying the Army's mission command philosophy requires timely, accurate intelligence. (See ADP 6-0.) Intelligence is a critical underpinning for each operations process activity. Intelligence operations are a way of collecting information, with the means ranging from national and joint collection capabilities to individual MI Soldier observations and reports.

1-3. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). FM 3-55 describes an information collection capability as any human or automated sensor, asset, or processing, exploitation, and dissemination (PED) system that can be directed to collect information that enables better decisionmaking, expands understanding of the operational environment, and supports warfighting functions in decisive action. The intelligence warfighting function's contribution to information collection is intelligence operations.

1-4. *Intelligence operations* are the tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements (ADRP 2-0). Intelligence operations collect information about the activities and resources of the threat or information concerning the characteristics of the operational environment. At the tactical level, intelligence operations, reconnaissance, security operations, and surveillance are the four primary tasks conducted as part of information collection. The intelligence disciplines of counterintelligence (CI), geospatial intelligence (GEOINT), human intelligence (HUMINT), measurement and signature intelligence (MASINT), signals intelligence (SIGINT), and technical intelligence (TECHINT) routinely conduct tasks associated with intelligence operations.

1-5. A military intelligence collection asset is a trained and certified military intelligence Soldier or a sensor operated by MI Soldiers that can be directed to collect information. MI collection assets are distinct from other Army information collection capabilities. The distinction is required because intelligence collection is enabled by and must comply with all applicable U.S. laws and policy. Table 1-1 on page 1-2 lists some of the most important laws, policy documents, and other authoritative documentation. Additionally, certain intelligence disciplines require specific training and certifications to conduct intelligence operations.

U.S. CODE AND INTELLIGENCE AUTHORITIES

1-6. G-2s, intelligence planners, and intelligence unit commanders should be aware of the implications of and considerations associated with the general intelligence provisions and authorities included in the following titles of the U.S. Code: Title 10, *Armed Forces of the United States*; Title 32, *National Guard*; and Title 50, *War and National Defense*; and with Executive Order 12333, *United States Intelligence Activities*. The implications of and considerations associated with these provisions and authorities include the oversight, management, and resourcing of intelligence operations and the authority for or prohibitions on certain specific intelligence activities. Titles 10 and 50 are inextricably linked and mutually supportive statutory provisions for Department of Defense (DOD) intelligence activities at every level of operations (strategic, operational, and tactical) during peacetime or war.

Table 1-1. Sources of law, policy, and other documents applicable to intelligence operations

• Executive Order 12333 • AR 381-10 • DOD 5240.1-R • DODD 2310.1E • DODD 3115.09 • FM 2-22.3 • FM 27-10	• U.S. Code Titles 10, 32, and 50 • Relevant DOD instructions • Manual for Courts-Martial (Uniform Code of Military Justice) • Law of land warfare • International treaties, such as the Hague Convention (1899 and 1907), the Geneva Conventions (1949), and Protocol I to the Geneva Conventions (1977)

1-7. Some key Title 10 topic areas include—

- The authority of the Secretary of Defense over all DOD intelligence organizations and activities.
- The position of Under Secretary of Defense for Intelligence.
- The role of national intelligence through tactical intelligence and the integration of DOD ISR capabilities.
- Meeting the needs of combatant commanders through tactical commanders.
- Funds for foreign cryptologic support.
- Appropriations, use, and auditing of DOD intelligence funds.
- Congressional oversight.

1-8. Some key Title 32 topic areas include—

- Posse Comitatus.
- Defense support of civil authorities.

1-9. Some key Title 50 topic areas include—

- The role of the Secretary of Defense in conducting intelligence activities.
- The purpose of all-source intelligence and the role of an integrated and synchronized DOD intelligence collection, analysis, and dissemination as a part of the larger intelligence community.
- The role of national intelligence through tactical intelligence.
- The needs of combatant commanders through tactical commanders.
- Specialized intelligence functions of the National Security Agency, the National Geospatial-Intelligence Agency, National Reconnaissance Office, and Defense Intelligence Agency.
- CI activities.
- Intelligence budget and oversight.

1-10. Intelligence activities authorized by Executive Order 12333 are further extended to combatant commanders through operation orders and plans. Additionally, certain intelligence activities may be directed by other legislative authority and are not exclusive to Title 10 or Title 50 statutes. Beyond these general intelligence authorities, it is important to note that an organization or unit must have a specific assigned mission to conduct a particular type of intelligence activity. These specific authorities are often found in a wide range of documents such as DOD directives, intelligence-agency-specific authorities, Army regulations, operation orders, and operation plans. If the intelligence staff has any questions on authorities or funding sources, it should coordinate closely with the unit staff judge advocate because of the dynamic nature, complexity, and large volume of intelligence laws and policies.

INFORMATION COLLECTION AND INTELLIGENCE OPERATIONS

1-11. At the tactical level, reconnaissance, surveillance, security operations, and intelligence operations are the primary means by which a commander conducts information collection to answer the CCIRs and to support operations. Information collection consists of the following tasks:

- Plan requirements and assess collection.
- Task and direct collection.
- Execute collection.

PLAN REQUIREMENTS AND ASSESS COLLECTION

1-12. *Planning requirements and assessing collection* is the task that analyzes requirements, evaluates available assets (internal and external), recommends to the operations staff taskings for information collection assets, submits requests for information for adjacent and higher collection support, and conducts an assessment of the effectiveness of the information collection plan (ATTP 2-01). Planning requirements and assessing collection is a commander-driven, coordinated staff effort led by the G-2 or S-2 officer. The continuous functions of planning requirements and assessing collection identify the best way to satisfy requirements of the supported commander and staff.

1-13. After receiving inputs from the commander and staff—the commander's intent, planning guidance, and intelligence requirements—the intelligence staff, in close coordination with the operations staff, performs the planning requirements and assessing collection tasks. These tasks are the basis for creating an information collection plan that synchronizes intelligence operations to enable the commander's visualization and situational understanding. The planning requirements and assessing collection tasks are—

- Requirements development.
- Develop planning requirements tools.
- Assess the execution of tactical tasks.
- Update planning requirements tools.

1-14. These tasks are not necessarily sequential. The result of planning requirements and assessing collection are used by the staff to create orders detailing information collection tasks. (See FM 3-55 and ATTP 2-01 for doctrine on planning requirements and assessing collection.)

TASK AND DIRECT COLLECTION

1-15. Based on mission requirements and recommendations from the entire staff, the operations staff develops orders that task, direct, and when necessary, retask unit information collection assets. Tasking and directing information collection is vital to control limited information collection assets. Staffs accomplish tasking information collection by issuing warning orders, fragmentary orders, and operation orders. They accomplish directing information collection assets by continuously monitoring the operation. Staffs conduct retasking to refine, update, and create new requirements. (See FM 3-55.)

EXECUTE COLLECTION

1-16. Intelligence operations are driven by the need to answer questions crucial to the conduct of the overall operation of the supported force. Units conducting intelligence operations follow the operations process. Collection activities acquire information and provide that information to intelligence analytical elements. Information and data collected during intelligence operations may require processing, where collected data is correlated and converted into a format suitable for analysis and further exploitation. Processing during collection remains distinct from the intelligence process steps of analysis and production in that the resulting information is not yet fully subjected to analytical techniques that produce an intelligence product. Nevertheless, relevant, time-sensitive information resulting from processing and exploitation (especially targeting, personnel recovery, or threat warning information) should be immediately disseminated to commanders and staffs to facilitate timely operations.

INTELLIGENCE OPERATIONS GUIDELINES

1-17. There are guidelines for conducting successful intelligence operations. They are not a checklist; rather, they describe ways to effectively and efficiently employ MI collection assets. Mirroring the fundamentals of reconnaissance, the intelligence operations guidelines support efforts that result in timely collection and reporting of the relevant, accurate information needed to produce intelligence. Commanders determine which guidelines to emphasize based on the situation. The guidelines of intelligence operations are—

- Ensure continuous intelligence operations.
- Orient on requirements.
- Provide mixed and overlapping coverage.

- Gain and maintain sensor contact.
- Report information rapidly and accurately.
- Provide early warning.
- Retain freedom of maneuver.

ENSURE CONTINUOUS INTELLIGENCE OPERATIONS

1-18. Commanders direct the conduct of information collection activities before, during, and after the execution of all operations. Commanders depend on intelligence to know where, when, and how best to employ forces during all military operations.

1-19. Typically, collection activities begin soon after receipt of the mission and continue throughout preparation and execution of the overall operation. They do not cease at the conclusion of the operation but continue as required. Before execution of the overall operation, intelligence operations focus on filling gaps in information about all relevant aspects of the operational environment. During execution, intelligence operations focus on providing the commander with updated information that verifies the threat's composition, dispositions, and intentions as the operation progresses. This allows commanders to verify which course of action the threat is actually adopting and to determine if the plan is still valid, based on actual events in the area of operations (AO). Commanders can then make decisions as needed. These include adjustment decisions (those that modify the order to respond to unanticipated opportunities or threats). After execution, intelligence operations focus on maintaining contact with the threat forces to collect information necessary for planning subsequent operations and protecting the force. In stability operations, intelligence operations often focus on relevant aspects of the AO and area of interest and on civil considerations the commander designates.

ORIENT ON REQUIREMENTS

1-20. Commanders prioritize intelligence operations primarily through providing their guidance and commander's intent early in planning. Commanders—

- Identify and update their priority intelligence requirements (PIRs).
- Ensure PIRs are tied directly to the concept of operations and decision points.
- Focus PIRs on their most critical needs (because of limited information collection assets).
- Ensure PIRs include the latest time information is of value or the event by which the information is required.
- Approve requests for intelligence for collection requirements beyond a unit's capabilities.
- Aggressively seek the results of higher echelon intelligence operations and answers to information requirements across the intelligence enterprise through intelligence reach.

1-21. Commanders assign information collection tasks based on a unit's collection capabilities. Therefore, commanders ensure the tasks they assign do not exceed the collection and analytical ability of their unit. When not using organic assets, commanders use habitual relationships to optimize effective operations as a combined arms team, when possible.

PROVIDE MIXED AND REDUNDANT COVERAGE

1-22. Commanders integrate the capabilities of their assets to provide mixed and redundant coverage of critical locations identified during planning. Maximum efficiency in information collection is achieved when all MI collection assets are carefully employed together. The appropriate mix of collection assets helps satisfy as many different requirements as possible. It also reduces the likelihood the unit will favor or become too reliant on one particular unit, discipline, or system. The intelligence and operations staffs work together to balance requirements, available capabilities, and areas to be covered. Commanders and staffs continuously assess results to determine any changes in critical locations requiring this level of coverage.

GAIN AND MAINTAIN SENSOR CONTACT

1-23. Once a unit conducting intelligence operations gains sensor contact, it maintains that contact unless directed otherwise or the survival of the unit is at risk. In intelligence operations, gaining and maintaining sensor contact occurs when the MI collection asset is capable of observing or receiving a signal or observable from a person or object. Sensor contact is critical in signals intercept and imagery collection missions.

REPORT INFORMATION RAPIDLY AND ACCURATELY

1-24. MI collection assets acquire and report accurate and timely information on all relevant aspects of the operational environment within the area of interest. Information may quickly lose its value. MI collection assets report exactly what they observe and, if appropriate, what they do not observe. Seemingly unimportant information may be extremely important when combined with other information. Negative reports may be as important as reports of threat activity. The intelligence staff works with the signal staff to ensure communications plans incorporate MI collection asset communications requirements.

PROVIDE EARLY WARNING

1-25. Commanders and staffs position MI collection assets to provide early warning of threat action. Commanders use intelligence operations as part of their information collection effort to ascertain the threat course of action and timing. They then orient assets to observe these locations for indicators of threat actions. Timely and complete reporting is essential to providing early warning.

RETAIN FREEDOM OF MANEUVER

1-26. MI collection assets require battlefield mobility to successfully accomplish their missions. These assets do not engage in close combat in the execution of their collection tasks. The criticality of MI collection assets makes their survival the utmost consideration. If these assets are decisively engaged, collection stops and a battle for survival begins. MI collection asset leaders' initiative and knowledge of the terrain, weather, and threat reduce the likelihood of decisive engagement and help maintain freedom of movement. The IPB process can identify anticipated areas of likely contact.

INTELLIGENCE OPERATIONS CONTRIBUTIONS TO THE INTELLIGENCE PROCESS

1-27. The design and structure of the intelligence process support commanders by providing intelligence needed to support their situational understanding and the exercise of mission command. The Army's intelligence process consists of four steps (plan and direct, collect, produce, and disseminate) and two continuing activities (analyze and assess). (See ADRP 2-0.)

1-28. The Army views the intelligence process as a model that describes how the intelligence warfighting function develops intelligence that facilitates situational understanding and supports decisionmaking. This process provides a common framework to guide Army professionals in their thoughts, discussions, plans, and assessments pertaining to intelligence.

1-29. Commanders drive the intelligence process. The intelligence process supports all activities of the operations process (plan, prepare, execute, and assess) and can be performed multiple times to support each activity. Although designed similarly to the operations process, the intelligence process includes aspects and activities specific to the intelligence warfighting function:

- The *plan and direct* step of the intelligence process closely corresponds with the *plan* activity of the operations process.
- The *collect*, *produce*, and *disseminate* steps and the *analysis* activity of the intelligence process together correspond to the *execute* activity of the operations process.
- *Assess*, which is continuous, is part of the overall *assessment* activity of the operations process.

1-30. Intelligence operations must be vertically and horizontally integrated and synchronized with joint, theater, lateral, and lower echelons. Staff members must know the collectors and PED enablers available at

their echelon, as well as those at echelons above and below, and how to request and manage those assets. (See ADRP 2-0.) Combatant command and subordinate joint forces apportion joint assets to subordinate echelons. Corps and divisions allocate support from the apportioned assets to brigade combat teams (BCTs) and below. Staff members must understand the system of apportionment and allocation. They determine what joint assets are available by conducting collaboration and coordination early in the planning process. The staff must also analyze the higher headquarters order and review the various scheduling or tracking mechanisms. Due to the complexity of intelligence operations, the staff must know and consider practical capabilities and limitations of all unit organic assets. Capabilities include the following:

- **Range.** Range deals with the collector's ability to provide target coverage. When considering an asset's range, it is important to consider mission range (duration and distance) and how close the collection asset must be to the target to collect against it. Additionally, intelligence staffs consider communications requirements from the asset to the command post. The staff determines—
  - Ability to maneuver, including travel and support times.
  - Transit and dwell times, if the best asset is an aerial system such as an unmanned aircraft system (UAS).
- **Day and night effectiveness.** Staffs consider factors such as available optics and any effects of thermal crossover.
- **Technical characteristics.** Each asset has time factors (such as set-up and tear-down times) for task accomplishment that must be considered. Other technical characteristics include the following:
  - Whether the sensor can see through fog or smoke.
  - The effects of the environment on the collection asset (including factors such as urban or rural terrain and soil composition).
  - Whether the asset can continue despite electronic attack.
- **Reporting timeliness.** Each asset is assigned an earliest time and a latest time information reporting is of value to the information collection plan. Other timeliness factors are—
  - The established reporting criteria for each collection asset.
  - How long it takes to disseminate collected information to each requester.
- **Geolocation accuracy.** Accuracy implies reliability and precision. The asset must be capable of locating a target accurately enough to engage it with precision-guided munitions.
- **Durability.** Durability includes such factors as—
  - Whether the aircraft can launch in high winds or limited visibility.
  - Whether the prime mover can cross restricted terrain.
- **Threat activity.** The staff considers whether the collection asset can detect the expected threat activity.
- **Performance history.** Experienced staff officers know which information collection assets are reliable to meet the commander's information requirements. Readiness rates, responsiveness, and accuracy over time may raise one collector's reliability factor.
- **PED enablers.** The staff considers whether the unit has the PED enablers required to support more flexible and responsive intelligence operations. (See ADRP 2-0.)

PLAN AND DIRECT

1-31. The intelligence staff performs most of the tasks associated with the plan and direct step. The most prominent task is planning requirements. (See paragraph 1-12 through 1-14.) The planning requirements task results in information collection tasks, which the operations staff incorporates into the supported unit's information collection plan. These requirements are passed to MI collection assets as missions. MI leaders then develop their own plans for executing the intelligence operations necessary to accomplish their assigned mission.

COLLECT

1-32. Intelligence operations are a major contributor to the collect step. These operations involve collecting, processing, and reporting information in response to information collection tasks. Effective

intelligence operations allow flexibility and responsiveness to changing situations and adaptive threats. The effective use of the intelligence architecture allows for the dynamic execution of intelligence operations. (See ADRP 2-0.)

1-33. Effective collection requires using a variety of mutually reinforcing collection assets. Planned redundancy of MI collection assets increase the reliability of information and can reduce the effectiveness of enemy deception or denial efforts. (See paragraph 1-22.)

1-34. During intelligence operations, MI collection assets collect information, process it, and report it to the appropriate intelligence staff for analysis—or, in the case of combat information, directly to the appropriate commander for immediate action.

1-35. Collection focuses on requirements tied to the execution of tactical tasks. MI collection assets executing intelligence operations are performing collection activities. These activities acquire information about the threat and AO and provide that information to the intelligence staff for analysis and other exploitation.

1-36. MI collection assets process collected information before reporting it. Processing converts information into a form in which it can be used for reporting and intelligence analysis. This usually involves placing the information in a standard report format (such as the spot report). It may involve translating the material. Some MI information systems have their own processing systems, with details in the appropriate MI system manuals and technical manuals.

1-37. Timely and accurate reporting of information is critical to developing the intelligence essential 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 mission command network systems and deposited in the common database, e-mail accounts, and on the unit's Web page.

1-38. Combat information and intelligence that affects the current operation is reported and 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 2-01). Some collection assets, particularly air and ground reconnaissance, can report combat information. The routing of combat information proceeds immediately in two directions: directly to the commander, and through routine reporting channels, which include intelligence analysis and production elements.

PRODUCE

1-39. Production (which involves analysis and synthesis) can be complex or simple. Complex production is required for comprehensive products such as detailed intelligence studies for predeployment or higher echelon operation planning. Simple production is necessary for products like information commanders need to make quick decisions in a time-constrained situation. There is an inherent friction between the desire to provide complete, accurate intelligence reports and the continuous requirement to support time-sensitive tactical decisionmaking. In practice, these conflicting demands must be balanced by using both stated direction (such as the commander's intent and PIRs) and knowledge of the operational situation to determine when to finish and disseminate a report.

DISSEMINATE

1-40. Timely dissemination of intelligence is critical to the success of operations. Effective dissemination is deliberate, based on a communications architecture that includes a dissemination plan. Every echelon works together to tailor the communications architecture, making it as efficient as possible by removing information-sharing barriers.

ANALYZE

1-41. The detailed analysis that converts information into intelligence occurs during the production step. However, hasty analysis occurs as part of processing at various stages throughout the intelligence process and

is inherent in all intelligence support to situational understanding and decisionmaking. (See TC 2-33.4.) Collectors perform processing and initial analysis before reporting. For example, for a HUMINT collector processing involves reviewing the results of a source meeting to determine and analyze if any of the information meets reporting criteria and then completing the appropriate report.

1-42. All-source intelligence analysts and staffs use analytical techniques in situation development to determine the significance of collected information and its significance relative to the threat, terrain, weather, civil considerations, and other relevant aspects of the operational environment. Through predictive analysis, the staff attempts to identify threat activity or trends that present opportunities or hazards to the friendly force. They often use indicators developed for each threat course of action as the basis for their analysis and conclusions. All-source intelligence analysts and staff rely on the distributed PED enablers sent forward with collectors and a federated analytical approach. Federated analysis allows analysts at various echelons to simultaneously work together on identifying threat activities and trends, answering PIRs and other intelligence requirements, and predicting the threat courses of action. (For more information on distributed PED enablers and federated analysis refer to doctrine on intelligence support to brigade operations and intelligence support to division and above operations.)

ASSESS

1-43. The intelligence process assess activity is part of the overall assessment activity of the operations process. For intelligence purposes, assessment is the continuous monitoring and evaluation of the current situation, particularly significant threat activities and changes in the operational environment. Assessing the situation begins upon receipt of mission and continues throughout the intelligence process. Friendly actions, threat actions, terrain, weather, civil considerations, and events in the area of interest interact to form a dynamic operational environment. Continuous assessment of the effects of each of these on the others, especially the overall effect of threat actions on friendly operations, is essential to situational understanding.

USING THE OPERATIONS PROCESS IN INTELLIGENCE OPERATIONS

1-44. The operations process describes the activities performed by any military unit to accomplish a mission. (See ADRP 5-0.) For the supported unit, these activities pertain to the overall operation. The same activities describe what MI units do to accomplish the tasks assigned to them in support of that mission. However, an MI unit's operations process may not correspond in time to the supported unit's operations process. Often, MI units must execute intelligence operations while the supported unit is planning or preparing for the overall operation.

1-45. Intelligence operations occur during all activities of the supported unit's operations process. At the same time, the nature of the supported unit's mission and the concept of operations focus and shape the effort of intelligence operations. Intelligence operations executed during supported unit planning collect information needed to complete the plan. This information and intelligence developed from it shape the plan and provide knowledge that facilitates its execution. Operations executed during the supported unit's preparation and execution collect information needed for execution decisions regarding the overall operation. Intelligence operations that contribute to the supported unit's assessment occur during the other three operations process activities; the difference is their purpose. These operations collect information used to assess the progress of the overall operation, that is, to identify variances from the plan that would require adjustment decisions. (See ADRP 5-0 for doctrine on execution and adjustment decisions.)

1-46. Intelligence units follow the operations process to conduct intelligence operations, the same way maneuver units do to conduct their operations. Intelligence unit planning begins with receipt of information collection tasks in the form of a mission. The unit prepares for and executes the mission, completing collection before the latest time information is of value has passed. During the execution of intelligence operations, MI collection assets process collected information and provide it to the intelligence staff for analysis. Combat information identified by the intelligence staff is immediately passed to the commander.

INTELLIGENCE OPERATIONS DURING SUPPORTED UNIT PLANNING

1-47. *Planning* is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). It results in a plan or order that communicates the commander's intent, understanding, and visualization of the operation to subordinates, focusing on desired results.

1-48. During the plan activity, the supported unit performs the military decisionmaking process, developing a plan or order that lays out the schemes of support for intelligence and information collection that support the concept of operations. The information collection plan contains the information collection tasks to be completed by MI units. Additionally, the commander and staff develop and monitor the task organization, command and support relationships, risk management, terrain management, weather effects, and airspace coordination products.

1-49. The supported unit commander's involvement in intelligence operations begins with providing planning guidance and specifying requirements. The guidance and requirements focus intelligence operations. Supported commanders need to understand the capabilities and limitations of organic and supporting MI collection assets. This awareness means understanding employment tactics and techniques as well as understanding these assets' practical capabilities and limitations, including vulnerabilities to weather effects. The supported commander ensures that intelligence operations support not just the supported unit information collection requirements but their subordinate units' requirements as well.

1-50. Deconfliction and coordination require a series of related activities that facilitate operations in the supported unit's AO. Planning and continuous coordination with the movement and maneuver cell clears positions for MI collection assets to observe and report on threat activities. These activities facilitate successful intelligence operations and fratricide avoidance. At a minimum, MI collection assets coordinate for positions and report their presence to the command post of the unit owning the AO. They request information on any conditions or ongoing situations that may affect how they conduct their mission. MI collection assets' leadership also coordinates with the controlling unit's intelligence cell for debriefings of returning members, convoy leaders, and others.

1-51. The supported unit's intelligence cell also coordinates with the movement and maneuver cell to establish fire support coordination measures around MI collection assets, airspace control measures, and appropriate weapons control status (in reference to aerial information collection assets). Failure to conduct proper deconfliction and coordination may result in mission failure or unnecessary risk to personnel and equipment.

1-52. The fires cell requires information from intelligence operations to decide which surface targets to track and engage with indirect fires and aircraft. The fires warfighting function provides offensive and defensive fires as well as air and missile defense to support the conduct of intelligence operations. (See ADP 3-09 and ADRP 3-09.)

1-53. The sustainment cell requires information and intelligence concerning the AO in order to accomplish its sustainment tasks. (See ADP 4-0 and ADRP 4-0.) Conversely intelligence operations require sustainment to accomplish their tasks.

1-54. The protection cell identifies critical and defended assets that provide another focus for intelligence operations. These lists are dynamic. The critical asset list is a prioritized list of assets that should be protected. It is normally identified by the phase of an operation. The defended asset list identifies assets from the critical asset list to be defended with available resources. Intelligence operations support protection through the identification and tracking of threat activities near those critical assets. (See ADP 3-37 and ADRP 3-37 for doctrine on the protection warfighting function.)

INTELLIGENCE OPERATIONS DURING SUPPORTED UNIT PREPARATION

1-55. *Preparation* consists of those activities performed by units and Soldiers to improve their ability to execute an operation (ADP 5-0). The prepare activity begins upon receiving a plan or order, including a warning order. During preparation, commanders take every opportunity to improve their situational understanding. Intelligence operations begin once an order containing information collection tasks is

received. For MI collection assets conducting intelligence operations, preparation activities include but are not limited to—

- Conducting necessary coordination, link-up movements, staging, terrain deconfliction, and terrain reconnaissance in accordance with the order and unit standard operating procedures (SOPs).
- Verifying fire support, casualty evacuation, fratricide avoidance, airspace coordination, and other coordination measures and procedures.
- Coordinating with the Air Force weather team on weather effects on collection assets and sensors.
- Refining plans, backbriefs, SOP reviews, and rehearsals, and coordinating with various elements and organizations.
- Making other coordination as the situation requires.

INTELLIGENCE OPERATIONS DURING SUPPORTED UNIT EXECUTION

1-56. During execution, intelligence operations are executed as specified in the information collection plan of the supported unit. Information from MI collection assets is collected, processed, and reported to the intelligence staff for all-source intelligence analysis. The resulting intelligence aids the commander's situational understanding and the staff's knowledge and understanding of the current situation.

1-57. Intelligence operations are integrated into the concept of operations to develop situational awareness, enhance protection, and support combat assessment. The results of these operations are used to modify the plan or exercise tactical options, thereby enabling rapid decisionmaking as well as generating and maintaining tempo.

1-58. During execution, the supported unit order, including the information collection plan, is refined, implemented, and adapted in response to changes in the situation, weather, and actions of threat forces. The commander uses a variety of techniques and measures to supervise, monitor, and modify the execution of the order, thereby shaping the battle and maintaining unity of effort. Effective intelligence operations are responsive to the needs of the overall operation. They provide a continuous flow of information used to produce intelligence that is disseminated throughout the force to maintain a shared picture of the AO and satisfy new requirements.

1-59. Intelligence operations supporting execution differ significantly from intelligence operations supporting planning. First, intelligence operations support to planning requires collection to develop a large volume of basic intelligence and broad-scope estimates used to develop and analyze courses of action. In contrast, intelligence support to execution involves satisfying a much larger body of requirements in a significantly greater degree of detail. For example, during course of action development, it may be sufficient to tell a commander that an enemy force is located in a general area and has an approximate number of tanks and armored personnel carriers of various types. However, the subordinate unit tasked with establishing a blocking position opposite that enemy force will require more detailed information on the enemy force disposition.

1-60. Intelligence support during execution focuses on giving commanders all information available to facilitate decisionmaking. Although eliminating uncertainty during execution is impossible, focused intelligence operations can reduce uncertainty by providing situational awareness and identifying opportunities as they present themselves. Effective intelligence operations provide indications and warnings of new or unexpected threat activities, enhance efforts to engage the threat through support to targeting, assist in protecting the force, and support the planning of future operations by providing timely and accurate information for assessments.

INTELLIGENCE OPERATIONS DURING ASSESSMENT

1-61. Staffs track the progress of intelligence operations against unsatisfied requirements and the information collection plan. As the operation continues, the intelligence and operations staffs track the status of each collection task, analyze reporting, and ultimately satisfy requirements. When reporting satisfies a

requirement, the staff relieves the affected MI collection assets of responsibility for information collection tasks related to that requirement.

1-62. As the situation changes, staffs also adjust the information collection plan to keep information collection tasks synchronized with the overall operation, optimize collection, and support future operation planning. As collected information answers requirements, the staff removes tasks associated with those requirements from the information collection plan.

1-63. Changes to the situation may require retasking MI collection assets to answer new intelligence requirements. The operations staff issues orders to retask assets. This is normally done in consultation with the intelligence staff and other staffs as appropriate. *Retasking* is assigning an MI collection asset a new task and purpose. Retasking may involve simple adjustments undertaken by the MI collection asset to meet the new requirements or may require movement to another location. Significant retaskings require staff coordination and deconfliction as discussed in paragraphs 1-50 and 1-51.

INTELLIGENCE OPERATIONS AND THE INTEGRATING PROCESSES

1-64. Throughout the operations process, commanders and staffs integrate the warfighting functions to synchronize the force in accordance with the commander's intent and concept of operations. In addition to the major activities of the operations process, commanders and staffs use several integrating processes to synchronize specific functions throughout the operations process. The integrating processes are intelligence preparation of the battlefield, targeting, and risk management.

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

1-65. IPB supports all activities of the operations process. Most requirements are generated as a result of IPB and the interrelationship of IPB, the military decisionmaking process, and the targeting process. (See FM 2-01.3.) IPB identifies gaps in current intelligence holdings. Filling some of these gaps require conducting intelligence operations. IPB products help commanders and staffs understand all relevant aspects of the operational environment throughout all operations process activities. In addition, the commander and staff consider IPB results when planning employment of MI collection assets. (Table 1-2 on page 1-12 describes the relationship of IPB to intelligence operations.)

TARGETING

1-66. *Targeting* is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). Army targeting uses the functions decide, detect, deliver, and assess (D3A) as its methodology. Intelligence operations support the targeting process by the following: locating targets; identifying, classifying, and tracking targets; observing actions on targets; determining whether to engage or continue collection on targets; and assessing the effects of those actions. MI collection assets collect information to aid in situation development, target acquisition, functional damage assessment, munitions effects assessment, and battle damage assessment; however, many cannot support all these tasks at the same time. Therefore prioritizing the information tasks given to them is critical. Thorough planning and disciplined execution use high-demand MI collection assets more efficiently. (Table 1-3 on page 1-13 describes the relationship of the targeting process and intelligence operations. For doctrine on targeting see FM 3-60. For doctrine on fires planning see ADRP 3-09.)

Decide

1-67. The decide function provides the overall focus and sets priorities for intelligence operations that support targeting. This function draws heavily on IPB products and continuous assessment of the situation. Targeting priorities are addressed for each phase or critical event of an operation. The decisions made are reflected in the following products:

- High-payoff target list, a prioritized list of high-payoff targets.
- Information collection tasks to support targeting requirements.

- Target selection standards, which address accuracy or other attack criteria.
- Attack guidance matrix, which addresses which targets to attack, how and when to attack them, and the desired effects.

Table 1-2. Intelligence preparation of the battlefield and intelligence operations

IPB Step	*IPB output*	*Significance to intelligence operations*
Step 1. Define the operational environment	• Significant characteristics of the operational environment • Limits of the unit's area of interest • Intelligence gaps	• Effects of climate and terrain on military intelligence (MI) collection assets • Input to the task organization of MI collection assets • Development of the initial information collection plan containing tasks for intelligence operations • Initiate intelligence operations to acquire information to complete the plan
Step 2. Describe the environmental effects on operations	• Analysis of the operational environment • Effects of the operational environment on threat and friendly courses of action	• Weather and terrain analysis to determine potential MI collection asset locations • Civil considerations effects on intelligence operations
Step 3. Evaluate the threat	• Updated or created threat models • Threat capabilities	• Threat composition, disposition, and tactics to determine indicators for intelligence operations • Identification of high-value targets to support targeting • Threat composition, disposition, and tactics to consider when planning intelligence operations
Step 4. Determine threat courses of action	• Threat courses of action	• Threat event template that includes named areas of interest and predicted threat activity • Initial information collection requirements

Detect

1-68. Intelligence operations locate and track targets during the detect function. Requirements for target detection and tracking are expressed as information collection tasks. These are incorporated into the information collection plan and passed to MI collection assets as missions. Their priority depends on the importance of the target to the concept of operations.

1-69. MI collection assets report information they collect, processing it as necessary. In the intelligence cell, targeting information is forwarded to all-source intelligence analysts for situation and target development. Once a target specified for attack is identified, the analysts pass it to the fires cell. The fires cell directs execution of the attack based on the fire support plan. Coordination between the intelligence staff and the fires cell is essential to ensure that the targets are passed to an attack system that will engage the target.

Deliver

1-70. The deliver function involves attacking targets with lethal or nonlethal weapons systems. The requirement to observe delivery of fires, adjust artillery fires, or control air-delivered fires is not normally assigned to MI collection assets.

Assess

1-71. The assessment function is continuous and directly tied to the commander's decisions throughout the conduct of operations. Intelligence operations conducted to assess the effects of fires contribute to assessment. For MI collection assets, missions to assess the effects of fires take the same form as other collection missions. The commander incorporates information collected during intelligence operations into combat assessment to determine if attacks have had the required effects or if reattack is necessary.

Table 1-3. The targeting process and intelligence operations

Key input	*Targeting function*	*Key output*
• Commander's intent • Completed intelligence preparation of the battlefield products • Targeting requirements	***Decide***	• High-payoff target list • Target selection standards • Attack guidance matrix • Input to information collection plan
• Information collection tasks	***Detect***	• Intelligence operations to identify and track key targets for delivery of fires
• Decision to attack target (with lethal or nonlethal weapons) • Attack guidance matrix	***Deliver***	• Intelligence operations to continue to identify and track targets
• Delivery of fires (lethal or nonlethal) • Information collection tasks	***Assess***	• Intelligence operations to determine the effects of fires for combat assessment

Dynamic Targeting

1-72. Dynamic targeting has six steps: find, fix, track, target, engage, and assess. Targets of opportunity have been the traditional focus of dynamic targeting, because decisions on whether and how to engage must be made quickly. Planned targets are also covered during dynamic targeting, but the steps simply confirm, verify, and validate previous decisions. In some cases, dynamic targeting requires change or cancellation to planned missions. The find, fix, and track steps tend to be information-intensive, while the target and engage steps are typically labor-, unit-, and decisionmaking-intensive. The final step of dynamic targeting is assessment. (See ADRP 3-09.)

Find, Fix, Finish, Exploit, Analyze, and Disseminate

1-73. Find, fix, finish, exploit, analyze, and disseminate (F3EAD) provides maneuver leaders at all levels with a methodology that enables them to organize resources and array forces. While the targeting aspect of F3EAD is consistent with D3A methodology (see paragraph 1-66), F3EAD provides maneuver commanders an additional tool to address certain targeting challenges, particularly those found in a counterinsurgency environment. F3EAD is not a replacement for D3A, nor is it exclusive to targeting; rather it is a specific technique that works best at the tactical level for leaders to understand their operational environment and visualize the effects they want to achieve. (See ADRP 3-09.)

RISK MANAGEMENT

1-74. *Risk management* is the process for identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits (JP 3-0). Throughout the operations process, commanders use risk management techniques to develop mitigation and control measures to help manage risk and protect the force. (See ADRP 3-37 for doctrine integrating risk management into protection.)

1-75. For intelligence operations, risk management applies both to hazards to MI collection assets and to the resulting information and intelligence. Disclosure of any information that could possibly compromise the source of the information and tie it to intelligence operations must be consistent with U.S. national policies and military objectives.

INTELLIGENCE OPERATIONS AND THE CONTINUING ACTIVITIES

1-76. The commander and staff also ensure several activities are continuously planned for and coordinated. (See ADRP 5-0.) The following continuing activities have an impact on intelligence operations throughout the operations process: liaison, terrain management, and airspace control.

1-77. *Liaison* is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (JP 3-08). With MI collection assets from various echelons operating in multiple AOs, effective liaison ensures the required coordination between units occurs. MI collection assets and units provide liaison as required by the command or support relationship assigned to them or as specified in the plan or order.

1-78. *Terrain management* is the process of allocating terrain by establishing areas of operations, designating assembly areas, and specifying locations for units and activities to deconflict activities that might interfere with each other (ADRP 5-0). Through terrain management, commanders and staffs deconflict operations, control movements, and reduce the chances of fratricide as units get in position to execute planned missions. The unit owning an AO is responsible for terrain management within that AO. The intelligence staff coordinates MI collection asset positions with either the movement and maneuver cell or current operations integration cell. MI collection assets report their presence and movements to the command post of the AO-owning unit.

1-79. *Airspace control* is a process used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace (JP 3-52). The joint force provides airspace control guidance in the following: rules of engagement, airspace control plan, airspace control order, area air defense plan, and air tasking order special instructions (also called SPINS). Conforming to this guidance is essential to maximize combat effectiveness, minimize the risk of fratricide, and assure deconfliction. Some smaller (group 1) UASs, such as the Raven, may not be included on the air tasking order, depending on use and mission requirements. The inclusion of air assets in the air tasking order does not imply any change in command relationships or tasking authority over them, nor does it restrict commanders' flexibility to respond to the dynamics of the operational environment. Airspace control includes both positive and procedural controls to facilitate the use of airspace during operations. (See FM 3-52.)

REGIONALLY ALIGNED FORCES

1-80. Regionally aligned forces are those Army units assigned and allocated to combatant commands, as well as those capabilities that are Service-retained (but aligned to a combatant command) and prepared by the Army for regional missions. These missions include theater security cooperation and other shaping efforts. Regional missions are driven by combatant command requirements and require an understanding of the cultures, geography, languages, and militaries of the countries where they are most likely to occur. These missions also require expertise in how to impart military knowledge and skills to others.

1-81. Regional alignment's goal is to provide combatant commanders task-organized, responsive, and consistently available capabilities to achieve the end state specified in the DOD guidance for global employment of the force. Additionally, these forces help meet other requirements, including operational missions in response to a crisis or contingency, operations support, theater security cooperation activities, and bilateral or multilateral military exercises.

1-82. Regional alignment also provides a more effective approach for facing nontraditional threats in an increasingly interdependent security environment. Forces organized under this concept provide a persistent presence for combatant commanders and an immediate force capability to assure partners and deter potential adversaries.

SPECIAL OPERATIONS FORCES INTEGRATION

1-83. Special operations forces (SOF) and conventional forces may rely on each other's capabilities to maximize the complementary and reinforcing effects of both. The degree of interdependence varies based on the specific roles, activities, and circumstances. Depending on requirements, SOF can operate independently or with conventional forces. SOF can assist and complement conventional forces so they can achieve an

objective that otherwise might not be attainable. The best means of employing SOF is usually with conventional forces in which each force fulfills the role it is optimally designed to accomplish.

1-84. During extended or large-scale operations involving both conventional forces and SOF, combined control and deconfliction measures take on added significance and the integration and synchronization of conventional and special operations missions are critical. The tactical commander must consider both conventional and special operations capabilities and limitations, particularly in the areas of tactical mission command and sustainment. The exchange of liaison elements between the staffs of appropriate conventional forces and SOF further enhances integration of all forces concerned.

1-85. The exchange of liaison elements between the staffs of appropriate conventional forces and SOF further enhances integration of all forces concerned. These liaison elements aid in executing the mission, precluding fratricide, and eliminating duplication of effort, disruption of ongoing operations, or loss of intelligence sources. These efforts are crucial to maintaining the overall unity of effort, coordination of limited resources, and campaign tempo. SOF and conventional forces integration considerations include the following:

- Exchange and use of liaison and control elements are critical when conventional forces and SOF conduct operations in the same operational area against the same threat.
- A thorough understanding of a unit's capabilities and limitations enhances integration and interoperability planning.
- During mission planning, options regarding how to integrate conventional forces and SOF maneuver elements should be considered. Detailed planning and execution coordination is required throughout the process.
- Successful integration and interoperability of conventional forces and SOF are dependent upon each understanding the other's missions, systems, capabilities, and limitations.

1-86. Special operations missions are both intelligence-driven and intelligence-dependent. Intelligence products developed for SOF must be detailed, accurate, relevant, and timely. For example, infiltrating a building in a hostile noncombatant evacuation operation requires exact information on its structure and precise locations of hostages or persons to be rescued. National- and theater-level intelligence products are often required at a lower echelon than is normally associated with support to conventional forces. They may also require near real-time dissemination to the operator level.

1-87. Special operations requirements are heavily mission- and situation-dependent. Because SOF missions may vary widely, the associated intelligence support also may vary. Therefore, intelligence support for SOF requires a thorough understanding of special operations requirements at the tactical level. This causes national and theater support to be much more detailed and precise to support special operations requirements. (See ADRP 3-05 for more details. The following variables can affect intelligence support:

- Combat (hostile) or cooperative noncombat (permissive) environments.
- Multinational, joint, or unilateral operations.
- Force composition.
- Maritime or land-based operations.
- Mission duration.
- Mission command elements and intelligence support facilities.
- Adversary capabilities, objectives, and operational concepts.

MISSION COMMAND OF INTELLIGENCE OPERATIONS

1-88. ADP 6-0 discusses the exercise of mission command, referring to an overarching idea that unifies the mission command warfighting function and the mission command philosophy of command. This idea applies the principles of mission command with the art of command and science of control in order to integrate the warfighting functions. Under mission command, the supported commander and staff describe the task and purpose for intelligence operations through mission orders. Control of intelligence operations is achieved through the establishment of command and support relationships and also through MI technical channels. Management of collected data and information is accomplished through information management procedures.

ROLE OF THE COMMANDER

1-89. Commanders and staffs at all levels synchronize intelligence with the other warfighting functions to maximize their ability to visualize the operational environment and disrupt the threat simultaneously throughout the AO. The distribution of specific intelligence assets enhances the capability of the combined arms team to concentrate combat power and minimize risk. The commander, based on recommendations from the intelligence staff, tailors intelligence capabilities and intelligence operations to support the mission. The general force tailoring and specific task organization establishes an ordered command and support structure with technical channels for intelligence operations. Commanders provide guidance and continuous feedback throughout operations by—

- Providing direction.
- Stating clear, concise CCIRs.
- Synchronizing the intelligence warfighting function.
- Participating in planning.
- Collaborating with the G-2 or S-2 during the execution of operations.

1-90. The commander's involvement and interaction enable the operations and intelligence staffs to more effectively assess how well the intelligence produced is meeting the commander's requirements. Commander involvement also helps the staff keep the command's information collection efforts, including intelligence operations, synchronized with the overall operation. The commander drives intelligence, intelligence facilitates operations, and operations are supportive of intelligence; this relationship is continuous. Commanders' considerations for the intelligence warfighting function include the following:

- Reducing operational uncertainty. Intelligence does not eliminate uncertainty entirely. Commanders determine prudent risks inherent in any operation.
- Determining the appropriate balance between the time allotted for collection and operational necessity. It takes time to collect information and then develop that information into detailed and precise intelligence products.
- Prioritizing finite resources and capabilities.
- Resourcing and prioritizing the intelligence warfighting function appropriately to have enough network capability and access to meet the commander's needs.
- Employing organic and supporting collection assets as well as planning, coordinating, and articulating requirements to leverage the entire intelligence enterprise.

ROLE OF THE STAFF

1-91. The staff's main task is to support the commander in the exercise of mission command throughout the operations process. Staffs use knowledge management and information management practices to provide commanders with the information they need to create and maintain their understanding and make effective decisions. The preceding discussions of the operations process, the intelligence process, and mission command address specific staff responsibilities for intelligence operations. Staff leaders also keep the intelligence operations guidelines in mind. In addition, staff members consider the following when planning, controlling, and assessing intelligence operations:

- **Nature of the mission and threat.** Offensive, defensive, and stability operations differ in many ways: among them, information requirements, time frames, and rules of engagement. These differences influence the information staffs require.
- **Terrain, weather, and civil considerations.** The type of environment (such as, urban, mountain, jungle, or desert), the size of the AO, trafficability, and weather conditions affect when, where, and how MI collection assets are employed. Conditions may degrade sensor capabilities. Staffs consider how employing MI collection assets, especially HUMINT collectors, may affect the local population's attitude toward the force. While all operations involve interaction with locals, this interaction is most likely to affect mission accomplishment during stability operations.
- **Commander's intent and guidance.** The commander's intent and guidance may include specific requirements for or constraints on intelligence operations. Conversely, they may leave leeway for subordinate commanders and staffs.

- **Troops and support available.** Available MI collection assets determine the possible intelligence operations. Organic assets are often augmented by capabilities from higher headquarters. Command and support relationships may limit how supported units employ these assets.
- **Time available.** When planning intelligence operations, staffs consider both the time required to collect information and the time required to produce intelligence from that information. It makes no sense to collect information if there is not enough time to produce intelligence from it. Staffs pay particular attention to the time available before H-hour when considering whether to execute intelligence operations to support planning.
- **Complexity of synchronizing intelligence operations.** Intelligence operations by nature are conducted over a wide breadth and depth of the supported command's AO. Successful intelligence operations require coordination across multiple echelons. They require airspace and ground-space deconfliction and coordination. They require a tailored approach for PED enablers to ensure assets are able to communicate, process, exploit, and disseminate efficiently and effectively.

TASK-ORGANIZING

1-92. Planners carefully consider the appropriate command or support relationship needed for each situation. Planners balance responsive support to the augmented unit with flexibility to distribute the low-density, high-demand MI collection assets as necessary across the AO. Planners consider command and support relationships along with the mission variables when developing plans and orders. The following discussion addresses factors to consider for intelligence operations. (See ATTP 5-0.1 for doctrine on task-organizing.)

Command Relationships

1-93. Command relationships are used when the most responsive employment of augmenting MI units is required. Army command relationships are assigned, attached, operational control (OPCON), and tactical control (TACON). Each relationship has inherent responsibilities associated with it. (See table 1-4 on page 1-18.) All relationships other than assigned temporarily associate the augmenting MI unit with the gaining unit. Augmenting units return to their MI parent unit at the end of the operation, as specified in the plan or order directing the relationship, or when directed by a fragmentary order.

1-94. OPCON normally provides full authority to task-organize augmenting commands and forces and to employ those forces as the gaining commander considers necessary. It does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. A significant consideration in the OPCON relationship is that sustainment and other administrative control (ADCON) responsibilities remain with the parent MI unit unless the plan or order directing the relationship specifies otherwise. Normally, modifications to the inherent responsibilities are directed in the Tasks to Units subparagraph of paragraph 3 of the order (for example, 1st BCT: Provide security and sustainment support to 1/1/A/32 MI).

1-95. TACON limits the gaining commander's authority to the detailed direction and control of movement or maneuver necessary to accomplish the missions or tasks assigned. TACON does not provide authority to change the organizational structure of the augmenting asset or direct administrative or logistic support.

Support Relationships

1-96. Commanders establish support relationships when subordination of one unit to another is inappropriate, such as when limited MI collection capabilities must support multiple units. Support relationships provide the greatest flexibility to distribute MI collection assets across an AO. Support relationships are graduated from an exclusive supported and supporting relationship between two units—as in direct support—to a broad level of support extended to all units under the control of the higher headquarters—as in general support. Support relationships do not normally alter ADCON. Intelligence operations normally use two support relationships: direct support and general support.

If Relationship is:		Inherent Responsibilities are:							
		Has Command Relationship with:	May Be Task Organized by:	Receives Sustainment from:	Assigned Position or AO by:	Provide Liason to:	Establishes/ Maintains Communication with	Has Priorities Established by:	Gaining Unit Can Impose Further Command or Support Relationship of:
Command	Attached	Gaining unit	Gaining unit	Gaining unit	Gaining unit	As required by gaining unit	As required by gaining unit	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS
	OPCON	Gaining unit	Parent unit and gaining unit; gaining unit may pass	Parent unit	Parent unit	As required by gaining unit	As required by gaining unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
	TACON	Gaining Unit	OPCON to lower HQ (Note 1)	Parent Unit	Parent Unit	As required by gaining unit	As required by gaining unit	Gaining unit	GS; GSR: R: DS
	Assigned	Parent Unit	Parent Unit	Parent Unit	Parent Unit	As required by gaining unit	As required by gaining unit	Parent unit	Not Applicable
Support	DS	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Supported unit	Supported unit	Supported unit	(Note 2)
	R	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Reinforced unit	Reinforced unit	Reinforced unit; then parent unit	Not Applicable
	GSR	Parent Unit	Parent Unit	Parent Unit	Parent Unit	Reinforced unit and as required by parent unit	Reinforced unit and as required by parent unit	Parent unit; then reinforced unit	Not Applicable
	GS	Parent Unit	Parent Unit	Parent Unit	Parent Unit	As required by parent unit	As required by parent unit	Parent unit	Not Applicable

Note 1: In NATO, the gaining unit may not task-organize a multinational unit. (See TACON.)
Note 2: Commanders of unit in DS may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.

AO area of operations
DS direct support
GS general support
GSR general support-reinforcing
HQ headquarters
NATO North Atlantic Treaty Organization
OPCON operational control
R reinforcing
TACON tactical control

Table 1-4. Army command and support relationships

1-97. In all support relationships, the parent unit has the responsibility for sustainment. Conditions may exist in which sustainment by the parent unit is not possible because of time, distance, or threats. In these cases the plan or order directing the support relationship could direct the supported unit to provide sustainment for the supporting unit as described in paragraph 1-94.

1-98. The MI commander normally provides recommendations to the staff in matters of task-organizing MI collection assets and outlines the effects of the command and support relationships being considered. The following paragraphs address factors to consider when specifying relationships for ground-based SIGINT collection teams, HUMINT collection teams, and tactical unmanned aircraft system (TUAS) assets.

Ground-Based Signals Intelligence Collection Teams

1-99. When task-organizing ground-based SIGINT teams, considerations include the supported unit's ability to—

- Control SIGINT collection teams.
- Receive, use, and store classified SIGINT reporting.
- Perform additional analysis of SIGINT collection and reporting.

1-100. Direct support is effective when—

- Potential targets are concentrated and relatively static.
- SIGINT teams operate in an uncertain or hostile environment where focused maneuver unit operations occur in the same area where targets are available.

1-101. General support is effective when—

- Potential targets are widely dispersed and move freely.
- The supported unit is unable to meet the prerequisites associated with direct support (that is, unable to control missions).
- More than one battalion is operating in the area where the SIGINT teams will operate.
- Targeted communications can best be collected outside of the supported unit's AO.

Human Intelligence Collection Teams

1-102. When task-organizing HUMINT collection teams, considerations include—

- The supported unit's ability to control the teams.
- The number of teams augmenting each subordinate unit.
- The ability of the supported unit to provide security for team movements and meetings.

1-103. HUMINT teams of the MI company HUMINT collection platoon may operate in direct support of a maneuver battalion, the reconnaissance squadron, or these formations' subordinate companies or troops. Operational management teams control HUMINT collection operations at battalion and lower levels. A single operational management team is designed to control two to four HUMINT collection teams (mission-dependent). (See FM 2-22.3.)

1-104. Direct support is effective when—

- Potential sources are within the supported unit's AO and relatively static.
- HUMINT collection teams can accompany maneuver units during operations in areas where sources and networks are available. (Teams must accompany maneuver forces in uncertain or hostile environments.)

1-105. General support is effective when—

- HUMINT collection teams are required to cover large areas in which sources and networks move freely.
- More than one battalion is operating in the area where teams will operate.
- The tactical situation is permissive, allowing for the employment of teams without a security element.
- The MI company can provide sustainment for the team.

Note. Paragraphs 1-104 and 1-105 do not apply to HUMINT support to detainee operations. See FM 2-22.3 for detailed information on this task.

Tactical Unmanned Aircraft System Platoon Control Considerations

1-106. The techniques used to control the TUAS platoon depend on the mission. The supported unit normally places the platoon's elements where they can best conduct the required missions. This could include operating from a subordinate battalion's AO. The staff should consider the locations of the remote video terminals that receive the video broadcast from the TUAS. The following paragraphs outline operational considerations for the various types of control for the TUAS platoon.

1-107. Brigade control (general support) eliminates one echelon in planning, control, and reporting. This can decrease planning time and improve responsiveness and flexibility. Brigade control may be appropriate under these conditions:

- The analytical requirements exceed the capacity of the supported battalion or reconnaissance squadron.
- The TUAS launch and recovery section and/or the common ground station are close to the controlling BCT command post, and the launch and recovery and common ground station elements are close enough to the required named areas of interest to ensure sufficient time on station.

1-108. Supported battalion control (direct support) may be appropriate when the TUAS launch and recovery section and common ground station are close to the battalion command post and both elements are close enough to the required named areas of interest to ensure sufficient time on station.

TECHNICAL CHANNELS

1-109. Information normally moves throughout a force along specific transmission paths, or channels. Establishing command and support relationships directs the flow of reported information during intelligence operations. Channels help streamline information dissemination by ensuring the right information passes promptly to the right people. Commanders and staffs normally communicate through three channels: command, staff, and technical. (See ADRP 6-0 and FM 6-02.71.)

1-110. For intelligence operations, technical channels are the transmission paths between intelligence units (including sections) performing a technical function requiring special expertise. Technical channels control the performance of technical functions. They neither constitute nor bypass command authorities; rather, they serve as the mechanism for ensuring the execution of clearly delineated technical tasks, functions, and capabilities to meet the dynamic requirements of unified land operations. Establishing intelligence technical channels ensures oversight of and adherence to existing policies or regulations for information collection tasks contained within the information collection plan. It also ensures compliance with all applicable U.S. laws and policy, including, but not limited to, those listed in table 1-1 on page 1-2. In specific cases, regulatory authority is granted to national and DOD intelligence agencies for specific intelligence discipline collection and is passed through technical channels.

1-111. Commanders direct operations but often rely on MI technical expertise to plan portions of the unit's intelligence operations effort. This expertise includes focusing information collection tasks involving SIGINT collection, HUMINT military source operations, and CI. It involves applying highly technical or legally sensitive aspects and specific parameters to each task. Information and requirements concerning these areas are passed over technical channels. Specifically, uses of technical channels include, but are not limited to, the following:

- Defining, managing, or prescribing techniques for the employment of specific MI collection assets.
- Identifying critical technical collection criteria, such as technical indicators.
- Recommending collection techniques, procedures, or assets.
- Receiving classified reporting from MI collection assets.

LANGUAGE SUPPORT

1-112. 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 collect information necessitates the use of linguists. The growing focus on multinational operations increases the competition for limited linguist resources that are vital for mission success. Language support requirements typically fall into one of four broad categories:

- **Intelligence operations.** This category includes the traditional SIGINT, HUMINT, and CI disciplines, as well as foreign language support to protection and exploitation of open-source information.
- **Operations and multinational liaison.** This category includes coordination of military operations and liaison with multinational partners, previously unaffiliated nations, host-nation personnel and offices, and at times adversary or former adversary nations. (See ATTP 5-0.1.)
- **Civil affairs operations.** Civil affairs operations enhance the relationship between civil authorities and military forces. They involve applying civil affairs 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 operations and stability tasks conducted during offensive and defensive operations. Civil affairs personnel, other Army forces, other government agencies, or a combination of all three performs these tasks. Foreign language support is critical to civil affairs in such areas as government liaison, legal agreements, medical support and operations, law enforcement, engineering projects, public safety, security, and population control. (See FM 3-57.)

- **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. (See ADP 4-0 and ADRP 4-0.)

1-113. The G-1 or S-1 is responsible for the linguist staffing and replacement management. The G-4 or S-4 has duties and responsibilities in some circumstances when local hire contract linguists are utilized to support operations. Each staff element is responsible for determining linguist requirements for their staff or warfighting function needs.

LANGUAGE SUPPORT FOR INTELLIGENCE OPERATIONS

1-114. The SIGINT, HUMINT, and CI intelligence disciplines require specific language skills to successfully accomplish their collection tasks. SIGINT collectors often analyze and report information obtained through intercept of foreign language communications. Communications intelligence, together with intelligence research and analysis missions, demands highly skilled listening and reading language capabilities. HUMINT collection operations that require foreign language capabilities include the following:

- **Interrogation.** Foreign language requirements for interrogation include listening and speaking abilities for conducting the interrogation itself.
- **Debriefing.** Debriefers require foreign language reading, listening, and speaking capabilities to prepare for and carry out debriefings of foreign subjects.
- **Liaison.** HUMINT collectors rely heavily on language ability to conduct effective liaison with host-nation and other officials.
- **Military source operations.** All foreign language capabilities are required for effective conduct of military source operations.

1-115. CI tasks often require language skills similar to those required for HUMINT tasks. The CI and HUMINT specialties both identify language proficiency with a skill qualification identifier. However, when language-qualified CI debriefers are not available, interpreters may be used.

LANGUAGE SUPPORT SOURCES

1-116. Commanders can use various sources to obtain the linguists needed 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 requirements of the operation.

Army Language Military Occupational Specialities

1-117. The language-dependent MI enlisted military occupational specialty (MOS) is 35P with a skill qualification identifier of L (cryptologic linguist). HUMINT collector specialties (MOS 35M and warrant officer MOS 351M) are designated as language-capable (but not language-dependent). Leaders should be aware of the language proficiency level of their assigned HUMINT collectors, which may range from almost no language to full native proficiency. Some Soldiers in the following enlisted and warrant officer MOSs are trained in foreign languages: MOSs 35F and 350F (All-Source Intelligence Analyst), MOSs 35L and 351L (CI Agent), and MOSs 35N and 352N (SIGINT Analyst).

1-118. The following non-MI career management fields, branches, and functional areas include language-qualified enlisted MOSs and officer areas of concentration:

- 18 (Special Forces [enlisted, warrant officers, and officers]).
- 37 (Psychological Operations [enlisted and officers]).

- 38 (Civil Affairs).
- Functional area 48 (Foreign Area Officer).
- 09L (Interpreter-Translator).

Contract Linguists

1-119. U.S. civilians can be contracted to provide linguist support. They have an advantage over local-national hires because their loyalty to the United States 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. Similarly, their loyalty may reside with their country of origin, religious group, tribal affiliation, or other close connections when the interests of these groups are at odds with U.S. interests.

1-120. Local-national hires often provide the bulk of linguist support. They are usually less expensive to hire than U.S. civilians are and know the local dialect, idioms, and culture. The expertise of these linguists in particular areas or subject matters can be an asset.

1-121. All commands must comply with the CI screening policy for contract linguist support. This may be done by the hiring agency within the joint operations area or by CI personnel. These individuals must also be screened by CI personnel periodically throughout their employment.

1-122. When requesting civilian contract linguists, the commander and staff must identify requirements by category. The contract linguist categories are—

- **Category I.** Category I linguists are locally hired personnel with an understanding of the English language. They undergo a limited screening, are hired in-theater, do not possess a security clearance, and are used for unclassified work. During most operations, category I linguists must be rescreened on a scheduled basis. Category I linguists cannot be used for intelligence operations.
- **Category II.** Category II linguists are U.S. citizens who have native command of the target language and near-native command of the English language. They undergo a screening process that includes a national agency check. Upon favorable findings, these personnel are granted a Secret Collateral clearance.
- **Category III.** Category III linguists are U.S. citizens who have native command of the target language and native command of the English language. They undergo a screening process that includes a special background investigation and a polygraph. Upon favorable findings, category III linguists are granted an interim or final Top Secret/Sensitive Compartmented Information clearance by the designated U.S. Government personnel security authority.

Army Linguists not DOD-Trained

1-123. The Army also includes numerous Soldiers of all grades who are proficient in a foreign language 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. They may qualify for a foreign language proficiency bonus by passing the Defense Language Proficiency Test. It is difficult for a nonlinguist to assess the capabilities of Soldiers who have not taken the Defense Language Proficiency Test. Without a test score on record, it is also difficult for the manpower and personnel staff to identify them as a linguist.

DETERMINING LANGUAGE SUPPORT REQUIREMENTS

1-124. Determining linguist requirements for any operation can be difficult because each operation is unique. The staff determines linguist requirements as part of IPB during mission analysis. It starts by identifying specified or implied tasks requiring foreign language support. Other critical factors are the organization or echelon of command and the location of the AO. 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 determines the number of linguists needed for an operation based on the tasks to be performed and the allocation of linguists. Within this process the staff considers the different dialects within the AO when determining language support requirements. The intelligence cell at each echelon is responsible for the following:

- Identifying category II and category III linguist requirements needed to support intelligence functions in all contingency areas. Intelligence staff requirements for linguist support include but are not limited to the following:
  - Evaluate and/or use local maps and terrain products in operations.
  - Assess local open-source information for intelligence value.
- Determining linguist requirements, based on the mission and on the foreign languages and dialects spoken in the AO.
- Providing intelligence training for MI linguists employed in AOs.
- Coordinating for security investigations, as necessary, for local-hire linguists.
- Providing support to CI screening of contracted linguists and hired local-national labor force.

1-125. For policy on the Army foreign language program, see AR 11-6.

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Chapter 2
Brigade Combat Team Intelligence Operations

INTELLIGENCE CAPABILITIES ACROSS THE BRIGADE COMBAT TEAM

2-1. As a combined arms organization, the BCT forms the basic building block of the Army's tactical formations. All BCTs include the following capabilities: maneuver, fires, reconnaissance, sustainment, medical, MI, military police, signal, and engineer. This organizational flexibility enables BCTs to function across the range of military operations. Armored BCTs have combined arms battalions. Infantry BCTs and Stryker BCTs have infantry battalions.

2-2. Intelligence is represented at all BCT echelons. Company-level commanders may form a company intelligence support team (COIST) as the situation requires The BCT staff and all battalion staffs include an intelligence cell. In addition, all BCT designs contain an organic MI company, and all are augmented by an Air Force weather team.

2-3. The function of the MI company is to develop intelligence for the BCT. The MI company conducts SIGINT collection, HUMINT collection, and full-motion video collection in support of the BCT and its subordinate commands. The MI company also provides intelligence analysis capability and other support to the intelligence cell. In addition, the MI company may augment selected maneuver companies with MI Soldiers to form the nucleus of the COIST.

2-4. BCT intelligence assets are employed to support mission command by meeting the information collection tasks of the BCT and its subordinate units. The BCT staff develops a scheme of information collection, which employs maneuver and MI units and on the basis of the BCT's mission, PIRs, concept of operations, and commander's intent. This scheme integrates intelligence operations with the BCT's overall operation. MI collection assets are positioned to—

- Satisfy specific information requirements. (See ATTP 2-01.)
- Expose threat vulnerabilities.
- Monitor key locations.
- Detect targets.
- Collect information for assessment of lethal and nonlethal effects.
- Identify opportunities as they arise.

2-5. Intelligence operations are normally weighted to support the main effort. The BCT intelligence structure has the flexibility to tailor its capabilities to meet the requirements of various types of operations and to adapt to changing operational needs during execution. For each operation, the commander and staff create and refine requirements and develop a scheme of information collection that positions MI and maneuver collection assets where they can best satisfy those requirements.

2-6. The BCT MI company may receive augmentation from higher echelons and national agencies. This augmentation may include the following:

- Additional SIGINT, HUMINT, and UAS collection capabilites.
- Additional processing and analytical capabilities.
- Biometrics-enabled intelligence, document and media exploitation, and forensic-enabled intelligence capabilities.
- CI personnel.

COMPANY INTELLIGENCE SUPPORT TEAM

2-7. Many maneuver company commanders organize small intelligence support teams from within their units to provide tailored intelligence products to the company leadership. The COIST does this by combining information gained from company operations with intelligence received from adjacent and higher units. The COIST analyzes and reports information collected by the company while receiving, parsing, and reporting intelligence collected by other organizations. (See TC 2-19.63.)

2-8. COIST Soldiers are integral to providing platoons with information about enemy forces and potential hostile areas. COISTs use information derived from all intelligence disciplines to determine changes in enemy capabilities, vulnerabilities, and probable courses of action. The battalion or brigade intelligence cell provides an initial analysis of the AO to the company. COISTs refine these products based on knowledge gained by assets performing company missions.

2-9. The COIST assists the company leadership throughout the conduct of troop leading procedures. Upon receipt of mission, the COIST assists the company leadership with mission analysis, focusing on refining what is known about the enemy, terrain, weather, and civil considerations, and their effects on the company's operation. As the company leadership develops a tentative plan, the COIST refines battalion products, creating detailed situation and event templates. As each friendly course of action is being developed, the COIST provides possible and likely enemy reactions, along with the effects of terrain and weather on friendly and enemy courses of action.

2-10. During execution of company operations, the COIST analyzes information and produces intelligence, assisting the company commander in recognizing and interpreting indicators of enemy intentions and objectives. This analysis accomplishes the following: confirms or denies enemy courses of action, provides enemy locations, explains what the enemy is doing in relation to the company operations, and provides an estimate of enemy combat effectiveness.

Note. Forming and resourcing the COIST is vital to its successful employment. The earlier the COIST is formed, the better. Early formation allows opportunities to practice and refine SOPs prior to deployment. Communications requirements for the COIST require consideration by the battalion and company commanders and staff.

BATTALION INTELLIGENCE CELL

2-11. The battalion intelligence cell contains the battalion S-2, an assistant S-2, and one or more all-source intelligence analysts. The cell is responsible for providing timely, accurate intelligence analysis and products in support of the commander, staff, and subordinate units. The S-2 supervises and coordinates collection, processing, production, and dissemination of intelligence, in conjunction with the S-3. The cell makes analytical predictions on when and where actions will occur. It also provides analysis on the effects of relevant aspects of the operational environment on friendly and enemy courses of action and capabilities. The S-2 is responsible for evaluating the enemy in terms of doctrine, threat characteristics, high-value targets, capabilities, and vulnerabilities. In conjunction with the S-3, the S-2 coordinates the battalion staff's recommended PIRs for inclusion in the CCIRs. The intelligence cell integrates staff input to IPB products for staff planning, decisionmaking, targeting, and combat assessment. The S-2 also plans and manages information collection tasks in coordination with the S-3 and fires cell.

2-12. A battalion intelligence cell is also responsible for—

- Attending all military decisionmaking process and targeting meetings.
- Proposing new PIRs to the commander.
- Providing the staff with a detailed projection of possible enemy courses of action for the next 24 to 72 hours, based on all enemy, terrain, and weather factors.
- Creating and maintaining the intelligence running estimate, which provides the commander and staff with current assessments of the situation in the AO, based on enemy activities and other relevant aspects within the AO.
- Integrating COIST reporting into intelligence cell products.

BRIGADE COMBAT TEAM INTELLIGENCE CELL

2-13. The BCT intelligence cell is the intelligence organization in the command post that answers directly to the BCT S-2. Higher headquarters may augment this cell with additional capabilities to meet mission requirements. The BCT intelligence cell requests, receives, and analyzes information from all sources to produce and distribute intelligence products. Although there are intelligence staff elements in other command post cells, most of the intelligence staff section resides in this cell. (See ATTP 5-0.1 for doctrine on command post organization. See FM 2-19.4 for more information on the BCT intelligence cell.)

COMPOSITION

2-14. The BCT intelligence cell consists of—

- The BCT intelligence staff section, established by a unit table of organization and equipment. The section is the core around which the BCT S-2 forms the BCT intelligence cell.
- Designated Soldiers from the BCT MI company.
- An assigned Air Force weather team.

BCT S-2

2-15. The BCT S-2 is the principal advisor to the BCT commander and staff for all matters concerning the intelligence warfighting function. In that role, the S-2 leads the intelligence cell and advises the commander on intelligence matters. The BCT S-2 helps the commander focus and integrate MI collection assets and resources to satisfy BCT intelligence requirements. Some of the specific responsibilities of the S-2 are—

- Oversee the BCT intelligence cell's activities, specifically support to—
  - Situation development.
  - Lethal and nonlethal targeting.
  - Indications and warnings.
  - Assessment.
  - Protection.
- Provide the commander and staff with assessments of threat capabilities, intentions, and courses of action as they relate to the BCT and its mission.
- With the S-3, help the commander coordinate, integrate, and supervise the conduct of intelligence operations. This includes but is not limited to—
  - Overseeing the intelligence cell's contributions to planning requirements and assessing collection. (See ATTP 2-01.)
  - Recommending changes to the information collection plan based on changes in the situation and weather.
- Participate with the staff in performing IPB.
- Evaluate language support requirements and manage linguist support for intelligence operations.
- Coordinate for foreign disclosure training (when conducting operations with multinational partners).

BCT S-2X

2-16. The S-2X is the principal advisor for all matters concerning the conduct of HUMINT and CI activities. The S-2X staff element provides oversight and technical support for all HUMINT and CI activities. This staff element assists the BCT staff in developing HUMINT and CI collection requirements. (See TC 2-22.303 for 2X doctrine.)

2-17. While the MI company is responsible for tactical HUMINT collection, the S-2X provides the collection focus, technical support, and technical guidance. The S-2X receives support and advice from the BCT legal section. The S-2X—

- Develops specific information requirements for HUMINT from the PIRs.
- Deconflicts and synchronizes all HUMINT and CI activities in the BCT's AO.

- Coordinates technical support as needed for the HUMINT assets in the BCT's AO.
- Performs analysis of HUMINT reporting and provides input to the MI company's analysis platoon.
- Oversees the BCT's source registry.
- Oversees the BCT's intelligence contingency fund and source incentive program.
- Reviews HUMINT tasking, funding requests, and collections to ensure compliance with legal, regulatory, and procedural guidelines.
- Oversees the reporting of questionable activities committed by intelligence employees in accordance with AR 381-10, procedure 15.
- Participates in planning for deployment and employment of CI assets in support of operations. (CI assets from higher headquarters normally augment the BCT.)

Air Force Weather Team

2-18. For the BCT to conduct effective operations, all the command post cells as well as subordinate commands and staffs must have current, high-resolution, and tailored weather intelligence upon demand. Although the BCT relies heavily on reachback for weather support, it also requires local tailoring of weather products by on-site weather specialists.

2-19. Air Force weather teams are specialists, experts in the art of determining the effects of weather on tactical operations. They evaluate and apply operational weather squadron forecasts to specific BCT missions, weapons systems, tactics, techniques, and applications. These teams deploy with the BCT and provide both direct and indirect weather support tailored to the BCT's needs. Specifically, the Air Force weather team—

- Coordinates with all BCT planners to integrate weather intelligence into the conduct of BCT operations.
- Advises the BCT commander on Air Force weather capabilities and limitations and on the ways in which weather can contribute to or detract from BCT operations.
- Advises the Air Force on Army operational weather support requirements.
- Assists the S-2 and S-3 in monitoring the weather support mission, identifying responsibilities, and resolving weather support deficiencies.

FUNCTIONS

2-20. The BCT intelligence cell produces tailored intelligence analysis and products to support the commander, staff, and subordinate units by performing the following functions:

- Facilitate commanders' visualization and understanding of the threat, terrain and weather, and civil considerations, as well as other relevant aspects of operational environment within the BCT area of interest.
- Support targeting and protection.
- Assist in information collection planning.
- Produce intelligence products.
- Disseminate and integrate intelligence.

Facilitate Commander's Visualization and Understanding

2-21. The BCT intelligence cell provides information and intelligence that assists commanders in performing their commander's visualization. (See ADRP 5-0.) The cell provides this information and intelligence by performing IPB, indications and warning, and situation development tasks.

Perform Intelligence Preparation of the Battlefield

2-22. IPB is the staff planning activity undertaken to understand the operational environment and the options it presents to friendly and threat forces. It is a systematic process of analyzing the threat and environment in a specific geographic area for a specific mission. By applying IPB, the commander gains

the information necessary to selectively apply and maximize combat power at critical points in time and space. (See FM 2-01.3.)

Perform Indications and Warning

2-23. Indications and warning provides early warning to the commander and prevents surprise through anticipation of significant changes in threat activities. It provides commanders with information that allows them to shape the battlefield and quickly reorient forces on unexpected major opportunities or threats.

Perform Situation Development

2-24. Performing situation development confirms or denies threat courses of action, explains what the threat is doing in relation to the friendly force commander's intent, and provides an estimate of threat combat effectiveness. Commanders use situation development to help understand the AO, thereby reducing risk and uncertainty. Situation development helps commanders make decisions and execute branches and sequels.

Support Targeting and Protection

2-25. The BCT intelligence cell provides the commander and staff with information and intelligence support for targeting of the threat's forces, organizations, units, and systems through lethal and nonlethal fires. It also conducts tasks to deny or degrade threat efforts to access and collect information on friendly forces. The BCT intelligence cell—

- Supports targeting by developing target systems, locating targets, and performing battle damage assessment on engaged targets. (See FM 3-60.)
- Performs CI by reporting to the commander the capabilities and limitations of threat intelligence services. (See FM 2-22.2.)

Assist in Information Collection Planning

2-26. The BCT intelligence cell integrates MI collection assets in an effort to produce intelligence that helps commanders gain situational understanding. Information collection tasks are identified, prioritized, and validated. An information collection plan is developed and synchronized with the concept of operations. The BCT intelligence cell performs the planning requirements and assessing collection tasks to support this function.

2-27. Planning requirements and assessing collection is a commander-driven, coordinated staff effort led by the BCT S-2. The continuous activities of planning requirements and assessing collection identify the best way to satisfy requirements of the supported commander and staff. These activities are not necessarily sequential. (See ATTP 2-01.)

Produce Intelligence Products

2-28. *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). Intelligence informs commanders and staffs of where and when to look. Reconnaissance, surveillance, security operations, and intelligence operations are the collection means. These range from national and joint collection capabilities to individual Soldier observations and reports. The result or product is intelligence that supports the commander's decisionmaking.

Disseminate and Integrate Intelligence

2-29. The BCT intelligence cell provides intelligence concerning the BCT's AO by using various communications networks. The cell provides intelligence via verbal reports, documents, textual reports, graphic products, softcopy products, and automated databases. The commander and staff integrate the intelligence to assist them in maintaining situational awareness.

Establish the Intelligence Architecture

2-30. The BCT's *intelligence architecture* is the compilation and interrelationship of all relevant intelligence and communications capabilities, structures, concepts of operations, and personnel necessary to ensure successful execution of the intelligence process This intelligence architecture includes more than just organic BCT intelligence capabilities, systems, and personnel; all elements of the larger intelligence enterprise that provide information and intelligence to the BCT are included in the intelligence architecture.

2-31. Planning the intelligence architecture is inseparable from long-range planning for future intelligence operations and is closely tied to identification of the types and specifications of support directed by the commander. It is roughly equivalent to the development of a blueprint for a house and gathering the materials to build the house. The BCT cannot count on intelligence capabilities unless they are carefully included in the intelligence architecture and supported by adequate communications.

2-32. The intelligence staff captures the architecture as a series of planning products that map the operational and technical aspects of the interrelationship of the many components of the architecture. The intelligence architecture includes but is more encompassing than the different intelligence and communications technical networks. *Technical networks* are those information management and information system connections that allow sharing of resources and information. The intelligence architecture not only captures networks and technical specifications of those networks but also how the elements of the architecture relate to each other. This architecture should address the following in terms of mission tasks: technical control, tipping and cueing, maintenance, security measures, medical evacuation, and force protection, among other considerations.

2-33. When developing the intelligence architecture, the intelligence staff considers all personnel, organizations, systems, and procedures necessary for intelligence operations. The architecture must address the following: preparing for operations, collecting the required information and analyzing it, producing the required products, disseminating the resulting intelligence, and assessing both the intelligence produced and the process that produced it. The BCT commander and staff must provide the resources (to include personnel) and bandwidth necessary for the architecture based on requirements and realistic expectations for intelligence and information collection capabilities. This is accomplished by ensuring the intelligence architecture supports the necessary operational and technical connections between collection assets, control elements, analytical cells, and headquarters to enable an effective and efficient information flow.

2-34. Planning and coordinating the intelligence architecture is critical during all types of operations. The task is especially difficult when fixed sites and a robust communications infrastructure are not in place. It is critical that the intelligence staff work with the commander and rest of the staff as early as possible and throughout the entire planning process, especially during the military decisionmaking process. Collaboration with the intelligence and other staffs of higher and lower units is also required to ensure the BCT and its subordinates are integrated into the division intelligence architecture and LandWarNet.

2-35. Effective communications connectivity and automation are essential components of the intelligence architecture. Establishing the communications network involves many complex technical issues. The intelligence staff collaborates closely with the signal staff to arrange the required communications links. The intelligence staff requires classified and unclassified network connections for its equipment. If elements of the intelligence staff will be working outside the range of the unit's communications systems, it is necessary to coordinate for global or extended-range capabilities.

2-36. Some of the questions the staff must answer to establish an effective intelligence architecture include—

- What types of intelligence support and intelligence mission tasks has the commander directed?
- Where will the unit decisionmakers operate from?
- How does the unit disseminate information to its decisionmakers and consumers?
- What are the information exchange rates on each network relative to the network capacity?
- How long does it take to pass certain reports and products?
- Identify the primary, alternate, contingency, and emergency forms of communications.
- Where are the unit's collectors expected to operate from (across all disciplines and complementary intelligence capabilities)?

- What are the unit's intelligence processing capabilities (personnel and systems)?
- Does the unit have enough personnel (operators and maintainers) to conduct distributed analysis, provide PED enablers, and provide analytical and other support from multiple locations in the AO?
- Where are the unit's intelligence production elements?
- What equipment is needed to support intelligence operations and intelligence staff operations and to provide analytical and other support from multiple locations in the AO?
- Are the systems within the intelligence architecture (collection, production, and processing) compatible with each other, and how do those systems communicate?
- Identify the intelligence databases that intelligence staff personnel must access and the networks or systems that are necessary to access them.
- Identify users who require access to unit intelligence Web sites, Web postings, data files, and databases, conforming to the appropriate U.S. law, DOD regulations, classification guidelines, and security protocols.
- Identify any special requirements necessary to access this data (that is, security clearance, polygraph, training or certification, regulatory, procedural, and so forth) and the points of contact to acquire the necessary authorization and permissions.
- How does the unit work around incompatibility within the other warfighting functions' architectures?
- What are the security requirements to support intelligence operations and intelligence staff operations?
- What language support capabilities are needed for intelligence operations, key leader engagement, and multinational liaison and information sharing.
- How can the unit access databases and information from higher echelons and other agencies? Are there special requirements necessary to access these databases, such as a security clearance, polygraph, training, or certification?
- How are unified action partners integrated into the intelligence architecture?
- What are the personnel training requirements for equipment, systems, and software to establish and maintain the intelligence architecture?

Provide Intelligence Network Requirements

2-37. The BCT S-2 provides the intelligence cell's communications requirements to the BCT S-6 as part of creating the BCT communications architecture and communications plan. The S-6 is responsible for planning the communications and information systems support for the BCT and its subordinate and supporting units.

2-38. The role of the BCT S-6 is to support all warfighting functions by providing the connectivity appropriate to passing voice and data information. All warfighting functions depend on a secure communications infrastructure, which the BCT S-6 and organic signal company provide in the form of LandWarNet. LandWarNet is a network for intelligence, fires, sustainment, protection, and movement and maneuver to use for operations and to provide the commander and staff information necessary to make decisions. It represents the Army's portion of the DOD Global Information Grid. (See JP 6-0.)

Perform Information Management and Knowledge Management

2-39. Staffs use information management and knowledge management to provide commanders the information they need to create and maintain their situational understanding and make effective decisions. Information is disseminated, stored, and retrieved according to established information management practices. Information management practices allow all involved to build on each other's knowledge to further develop a shared understanding across the force. (See ADRP 6-0.) Knowledge management practices enable the transfer of knowledge between individuals and organizations. Knowledge transfer occurs both formally (through established processes and procedures) and informally (through collaboration and dialog). (See FM 6-01.1.)

MILITARY INTELLIGENCE COMPANY

2-40. As the BCT's organic intelligence organization, the MI company supports the BCT and its subordinate commands through collection and analysis of information and dissemination of intelligence. The MI company comprises a company headquarters and four platoons (analysis, SIGINT collection, HUMINT collection, and TUAS).

2-41. The MI company provides continual input for the BCT commander by maintaining the threat portion of the common operational picture. MI company elements working in the intelligence cell collaborate with the BCT operations staff to integrate information collection tasks and coordinate requirements as directed by the BCT S-3.

2-42. MI company commanders direct the employment of the company in accordance with missions and guidance from the BCT headquarters. MI company commanders locate where they can best exercise mission command of company assets. As part of exercising mission command, MI company commanders visit company elements deployed with forward units, maintain situational awareness of all teams' positions, and perform required administrative functions.

2-43. The MI company command post is usually co-located with the BCT main command post to facilitate control of company assets and maximize support to the BCT intelligence cell. The MI company command post includes the company headquarters element and representatives from each platoon. During BCT operations, the analysis platoon normally augments the BCT intelligence cell under control of the BCT S-2.

PLANNING CONSIDERATIONS

2-44. During the BCT's planning, the MI company commander advises the BCT staff on employment considerations of MI company assets and may assist in information collection planning. Mission variable considerations affect the ability of the MI company commander to support BCT planning. When the BCT commander approves the order, the MI company commander produces a company order. In addition to task organization considerations addressed in ATTP 5-0.1, the MI company commander—

- Reallocates and repositions company assets in response to changes in the BCT's mission or threat actions.
- Establishes sustainment and security relationships with the BCT headquarters company and subordinate battalions to sustain and protect MI company personnel and equipment as specified in the BCT order.
- Integrates higher echelon augmentations into company operations as directed in the BCT order.

2-45. MI leaders ensure that intelligence operations conform to and support the commander's intent, concept of operations, scheme of information collection, and the scheme of maneuver. Key questions for planning intelligence operations and integrating them into the overall BCT operation may include the following:

- What is the BCT task organization?
- How will terrain affect the employment of MI company assets?
- What effect will weather have on the capabilities of MI company assets?
- How does the selected friendly course of action portray the threat and the threat's reactions to the plan?
- What coordination is required with supported subordinate commanders and staffs?
- What is the role of intelligence operations within the scheme of information collection?
- Does the scheme of fires require intelligence operations support for target location and tracking?
- Does the scheme of fires require intelligence operations support for battlefield damage assessment?
- Does the communications plan provide adequate support for intelligence operations?
- Does the BCT order provide for sustainment of MI collection assets that cannot be sustained by the BCT headquarters company?
- Do any MI collection assets require engineering support?
- Does the scheme of mobility/countermobility require intelligence operations support?
- Are there requirements or opportunities for biometrics collection?

Terrain

2-46. Terrain and vegetation have a significant impact on intelligence operations, particularly on the following:

- Operational effectiveness of line-of-sight sensors.
- Requirements for line-of-sight communications.
- Time-sensitive dissemination of collected information.

2-47. SIGINT and imagery collection systems require line of sight to the target area to be effective. Accordingly, planners assess the effects of natural and artificial obstacles—such as mountains, buildings, and vegetation—on planned intelligence operations.

2-48. Commanders assigned an AO are responsible for terrain management within its boundaries. Effective terrain management ensures commanders know what units are in their AO and where they are located. This information helps commanders deconflict operations, control movement, and prevent fratricide. Terrain management includes the movement and positioning of MI collection assets. The intelligence staff coordinates MI collection asset movement and positioning. The MI company commander ensures assets are at locations to conduct intelligence operations according to the information collection plan.

Weather

2-49. Weather is a critical factor in most intelligence operations. Adverse weather and its associated effects may degrade the ability to identify and locate targets. Weather effects on platforms and sensors can also limit the type, location, and availability of collection capabilities. The MI company receives weather information from the Air Force weather team in the BCT intelligence cell. (See paragraphs 2-18 and 2-19.)

Threat

2-50. A detailed threat analysis is performed to determine how and where to employ MI collection assets and how to obtain the best possible information about the threat. Intelligence operations can be hampered by the threat's air defense capability and by camouflage, cover, concealment, and deception activities. Threat electronic warfare capabilities must be determined to assess their effects on the following:

- Unmanned aircraft systems.
- Various downlinks.
- Communications links from collection assets to their controlling headquarters.

Coordination with Maneuver and Fires

2-51. The MI company plans for and coordinates some important maneuver and fires considerations with many different units and headquarters in order to conduct operations. BCT and battalion SOPs should address how the supported unit provides security for and fire support to intelligence operations. SOPs also need to discuss integration of intelligence operations into the supported unit's schemes of maneuver and fires. The most important operational considerations include the following:

- Requests and coordination of air support and integration of UAS operations into the air tasking order.
- Planning of fires and fire support coordination measures needed to protect MI collection assets (especially restricted fire areas and no fire areas). (See FM 3-09.)
- Maneuver control measures needed to control intelligence operations (such as insertion and extraction requirements and plans, including short-notice emergency extractions). (See ADRP 3-90.)
- Coordination, deconfliction, and terrain management for ground collection assets.
- Coordination, deconfliction, and management of UAS operations with other air operations (airspace control). (See paragraph 1-79.)

2-52. Changes to the situation during execution of the overall operation usually result in fragmentary orders and changes to intelligence operations. In order to prevent fratricide and ensure the protection of intelligence units and assets the staff and MI leadership considers—

- What assets need to be moved?
- What is the risk in moving the asset? Is the risk worth the potential information that might be gained?

- Does the fire support plan need to change?
- Does the MI company need to conduct any subsequent planning, deconfliction, or coordination of terrain management, movement control, casualty evacuation, or other operational consideration?

Sustainment

2-53. Sustainment considerations affecting intelligence operations include the following:

- **Logistics.**
  - Maintenance, both motor maintenance on prime movers and electronic maintenance on collection systems and sensors.
  - Supplies, especially fuel (class III), major end items, including radios (class VII), medical (class VIII), and repair parts and components for equipment maintenance (class IX).
- **Personnel services.** Human resources support.
- **Health service support.** Medical evacuation.

Combat Engineer

2-54. When planning intelligence operations, MI company commanders should consider combat engineer support requirements for mobility, countermobility, and survivability; contingency spill plans; disposal of hazardous materials; and detecting and neutralizing explosive hazards. (See FM 3-34.22.)

Communications

2-55. Effective communications—analog or digital, voice or data, secure or nonsecure—is essential for successful intelligence operations. A complete communications plan addresses many technical details. Key requirements and planning considerations for intelligence operations include the following:

- Determine and coordinate radio net requirements, supporting frequencies, and operational procedures for reporting collected information.
- Obtain the required type and amount of communications equipment and related components.
- Possess and be familiar with all instructions, passwords, policies, regulations, and directives required for operations security.
- Ensure Soldiers are trained in the use and procedures involved in operating the equipment, such as reactions during jamming.
- Verify the fills, frequencies, alternate frequencies, and reporting guidelines for specific information.
- Coordinate collection and dissemination procedures with multinational forces.
- Establish, operate, and manage collection asset-specific communications networks.

2-56. The MI company operates on several communications nets. Communications redundancy reduces the likelihood that losing any one system or command post will severely disrupt support to BCT operations. MI company assets use three basic communications nets: the operations and intelligence nets, command nets, and a discipline-specific technical net.

2-57. Operations and intelligence nets links the information collectors to controlling headquarters or command posts. They are used to pass information of immediate value to the affected unit and to analytical elements at the supported unit.

2-58. Command nets link higher headquarters with its subordinate elements. Normally a unit operates on two command nets: one that links it to its higher headquarters and one that links it to its subordinate elements.

2-59. Technical nets link the control team to subordinate collection teams and to the centers or organizations that provide the databases and technical guidance necessary for single discipline collection, reporting, and analysis. (See paragraphs 1-109 through 1-111.)

2-60. Trojan SPIRIT communications systems are organic to the MI company. Through the Trojan SPIRIT network, intelligence analysts gain access to national centers and other intelligence organizations outside the BCT's AO. Via these links, analysts can pull intelligence products, receive and analyze direct downlinks from intelligence collection assets, and access external databases to fuse with organically

collected information. Trojan SPIRIT also provides access to JWICS through its joint deployable intelligence support system (also called JDISS).

MULTIFUNCTIONAL PLATOON

2-61. In the near future, the design of the BCT MI company will change with the creation of one design for each of the three types of BCTs—infantry, armored, and Stryker. The multifunctional platoon of the MI company can employ multifunctional teams capable of multidiscipline collection and limited analysis. Alternatively, it can employ a combination of SIGINT, HUMINT, and exploitation teams. The multifunctional platoon is composed of—

- Ground-based SIGINT and HUMINT collection teams.
- An exploitation team. The exploitation team is responsible for receiving information and intelligence, conducting initial analysis, and forwarding the results to the BCT intelligence staff and/or the appropriate intelligence organization for further analysis.

2-62. The multifunctional platoon supports offensive, defensive, and stability tasks by providing—

- Support to targeting, using SIGINT terminal guidance; tagging, tracking, and locating; and intelligence collection.
- Support to site exploitation, which includes support to document and media exploitation, biometrics collection and enrollment, and battlefield forensic collection and limited exploitation.
- Intelligence operations that include—
  - Determining threat locations, disposition, and intent.
  - Supporting interrogation of detained personnel.
  - Conducting SIGINT collection, direction finding of threat communications, support to SIGINT surveys, and limited analysis.
  - Conducting military source operations. The multifunctional team or HUMINT collection team can leverage relationships with the local population (especially leaders) to gain additional information on the enemy's intentions and to identify threats. They can also assist with debriefing displaced persons and interrogating detainees.
  - Assisting in the conduct of threat vulnerability assessments.
- Performing limited all-source intelligence analysis.

2-63. The multifunctional platoon's flexible design permits it to be employed in a number of different ways for simultaneous missions. The platoon possesses the organic equipment needed to accomplish most missions; however, it may be augmented with specialized equipment to expand its capabilities. The specific design and any requirements for augmentation are based on the situation (described in terms of the mission variables, METT-TC) and outcomes of the BCT's military decisionmaking process and the MI company commander's and the platoon leader's troop leading procedures. The troop leading procedures are a dynamic process used by small-unit leaders to analyze a mission, develop a plan, and prepare for an operation. These procedures enable leaders to maximize available planning time while developing effective plans and preparing their units for an operation.

2-64. The platoon leader employs the platoon's mix of capabilities to answer the commander's specific information requirements identified for each mission and to identify combat information. The platoon is most successful when supported by the S-2X or G-2X and cryptologic support teams. Without these organizations and relationships, the platoon may be limited to tactical questioning, support to situation development, limited SIGINT and targeting analysis, and HUMINT liaison opportunities. (See ATP 2-19.5 for doctrine on the multifunctional team.)

Planning Considerations for Signals Intelligence Collection

2-65. (FOUO) Two major missions performed by SIGINT elements are signals intercept and direction finding. *Signals intercept* includes those actions used to search for, intercept, and identify threat electromagnetic signals for the purpose of immediate threat recognition. *Direction finding* is a procedure for obtaining lines of bearing of threat emitters for the purpose of determining their location.

Prophet Site Selection

2-66. (FOUO) The BCT's organic ground-based SIGINT collection system is the Prophet. Several factors are considered when recommending locations for Prophet SIGINT assets, including the following:

- What is the weather, including conditions in the atmosphere and in the vicinity of the collection asset and the targeted signal?
- What triggers the asset's movement to subsequent positions?
- What is the asset's movement priority, approved routes, security requirements for movement, and coordination procedures?
- Will anticipated precipitation, wind, temperature, or space weather cause any adverse effects on collection?
- What is the primary threat to the asset?
  - What kind of threat forces?
  - How can threat forces locate the asset (electronic warfare, observation, aerial)?
  - When and where will they be a threat?

2-67. (FOUO) The Prophet collection teams, whether conducting missions in support of the BCT or the subordinate maneuver elements, must be placed close to the targeted source while maintaining communications with the control team. The limited height of collection antennas, the low-power output of threat emitters, and the line-of-sight constraints imposed by terrain, require deployment of collection assets as far forward as possible. The BCT SOP should state all control measures and coordination required for movement and positioning of SIGINT collection assets; otherwise, these must be included in the BCT order.

2-68. (FOUO) As ground-based SIGINT collection assets are moved closer to threat emitters, direction finding accuracy improves and the collection assets develop the potential to hear and find deeper threat targets. In contrast, positions along the BCT's rear boundary limit collection to the close combat area. More forward positions allow for collection beyond the close area but may stretch the communications links between the Prophet teams, the SIGINT analysis and control teams, and the BCT command post. Forward positions may also degrade Prophet teams' survivability and mission capability if not augmented with security elements.

2-69. (FOUO) During collection, the Prophet element forms an extended, integrated baseline that supports both intercepting and locating threat emitters across the width and depth of the supported unit's front. A baseline consists of two or more Prophet teams deployed in a roughly linear formation. When operating in a multistation baseline, collection assets work together to locate and, if directed, track a threat emitter's movement. The Prophet control team directs each collection asset to locate the same emitter. This entails the control team providing (through technical channels) the collection teams with the emitter's frequency and any technical data that would help the teams find the same emitter. The terrain and the location of the threat in relationship to the baseline are the basis for formation selection. (See figure 2-1.)

2-70. (FOUO) When developing a SIGINT baseline, MI leaders consider the following:

- Identify locations from which threat communications can be detected. GEOINT products can assist in developing line-of-sight overlays and other tools for identifying potential baseline locations. (See TC 2-22.7.) Prophet collection sites are selected based on the following criteria:
  - **Fightable.** The position has line of sight to suspected threat emitter locations and is within range of the targeted threat emitters.

- **Survivable.** The position can protect the system from observation and threat fires and can be exited quickly.
- **Achievable.** The site can be reached by the collection asset under the anticipated weather, trafficability, and visibility conditions.
- **Controllable.** The site has line-of-site communications with the command post and with other systems with which it must maintain data links or communications.

- Tie the locations into baselines. Baselines normally are created in conjunction with phase lines established in the supported unit's concept of operations.
- Coordinate with the operations staff for approval of locations. Coordination is critical in terrain management and fratricide avoidance.
- Include baseline locations on the information collection overlay and any other operational graphics.

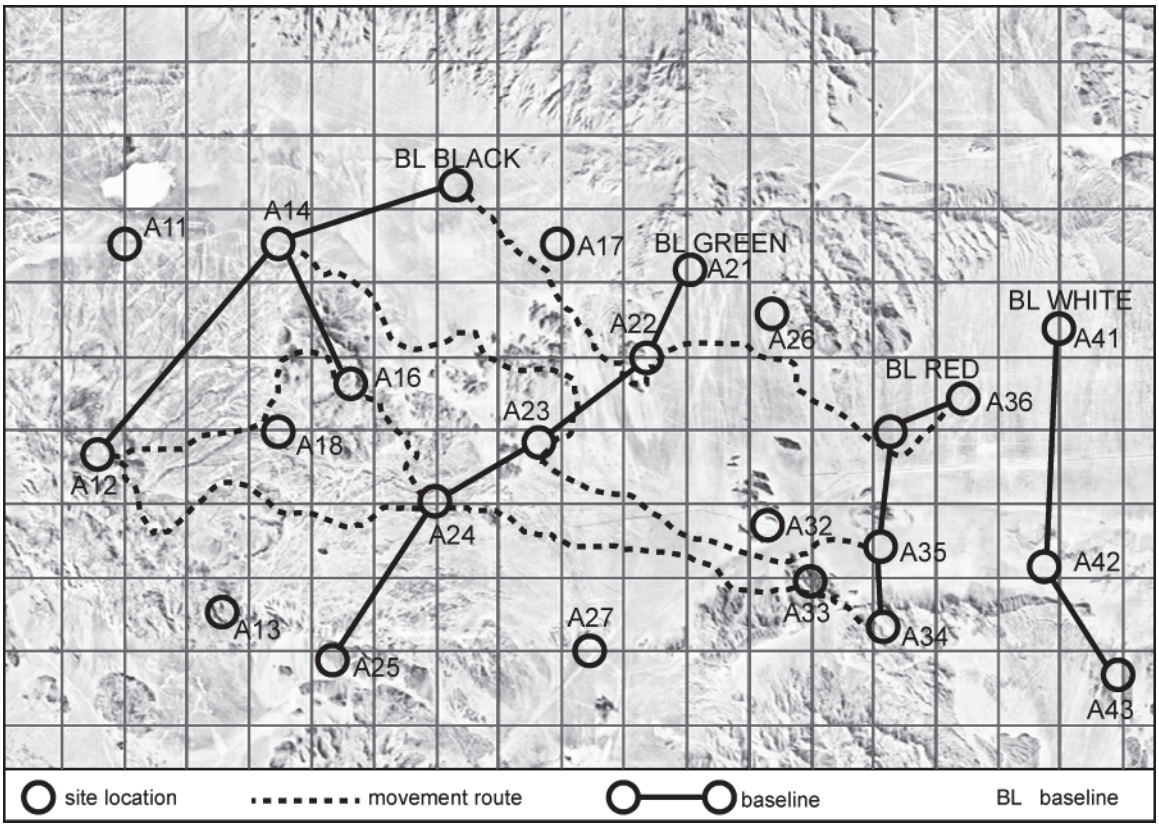

Figure 2-1. Signals intelligence baselines

Performing Signals Intercept and Direction Finding

2-71. (FOUO) Signals intercept can provide information of immediate tactical value that will affect decisions and operations, such as the identification of imminent hostile actions and target locations.

2-72. (FOUO) Direction finding involves determining the direction of arrival of a radio wave. Direction finding systems indicate the approximate direction along an imaginary line upon which an emitter lies. This is commonly referred to as a *line of bearing*. (See figure 2-2 on page 2-14.)

2-73. (FOUO) A stationary ground-based SIGINT collection asset can determine only the approximate direction of an emitter. Stand-alone is a single-station formation where each collection asset operates independently. This is the least desirable method of direction finding; however, particular variants of the Prophet can perform signals intercept and direction finding while on the move. This mobile intercept and direction finding capability allows

the flexibility to provide collection support to units during a variety of missions. Also, the greater the distance from the collection asset to the emitter, the greater the possibility for error.

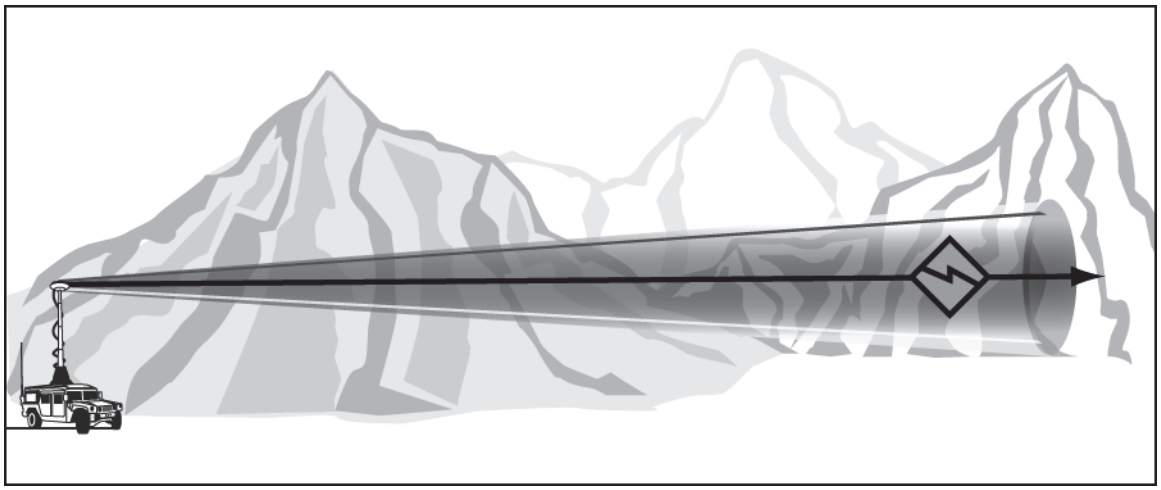

Figure 2-2. Line of bearing

2-74. (FOUO) Two stationary ground-based collection assets can approximate the general vicinity of an emitter. This approximation is determined by the intersection of two lines of bearing and is referred to as a *cut.* Two teams working together or one team moving between two sites can produce a cut (provided the emitter remains stationary). (See figure 2-3.) This data can be adequate for nonlethal (electronic) attack but inadequate for targeting by lethal attack. A cut may also be used to cue other collection assets to assist in providing targetable information.

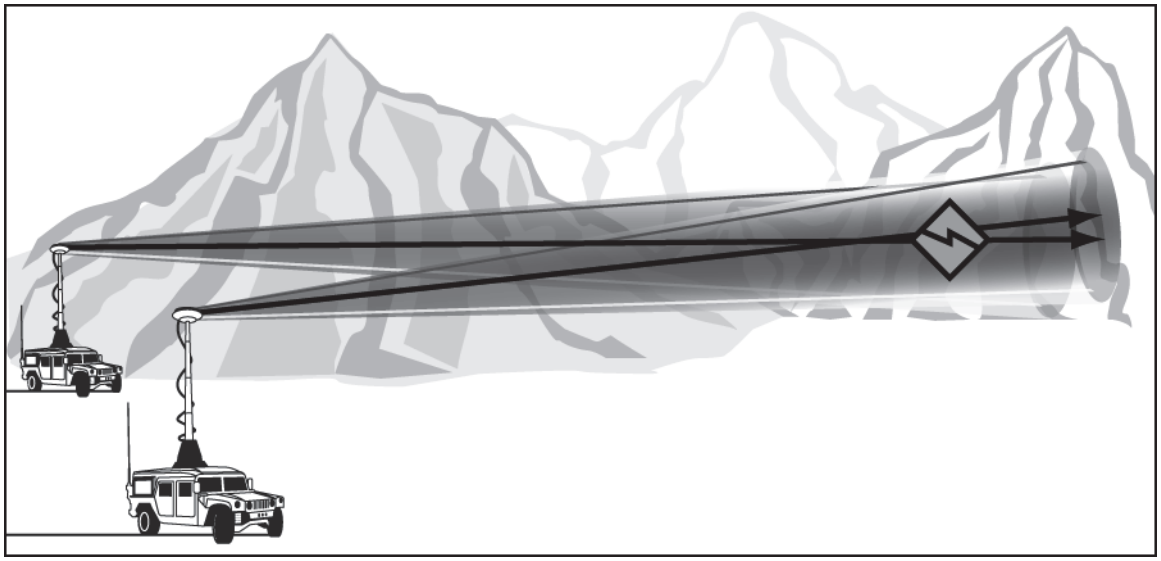

Figure 2-3. Approximate emitter location based on a cut

2-75. (FOUO) Three or more stationary ground-based SIGINT collection assets can determine the location of a specific emitter more accurately than two assets. Lines of bearing from three different locations normally form a triangle when plotted on the map, which is called a *fix*. (See figure 2-4.) The required information can be derived from the line-of-bearing data of fewer than three assets moving among multiple sites or by an airborne platform. Through terrain analysis of the area within the triangle, the SIGINT

collector or analyst can determine the emitter's most probable location. Some systems are designed to automatically determine the emitter's location without collector or analyst action.

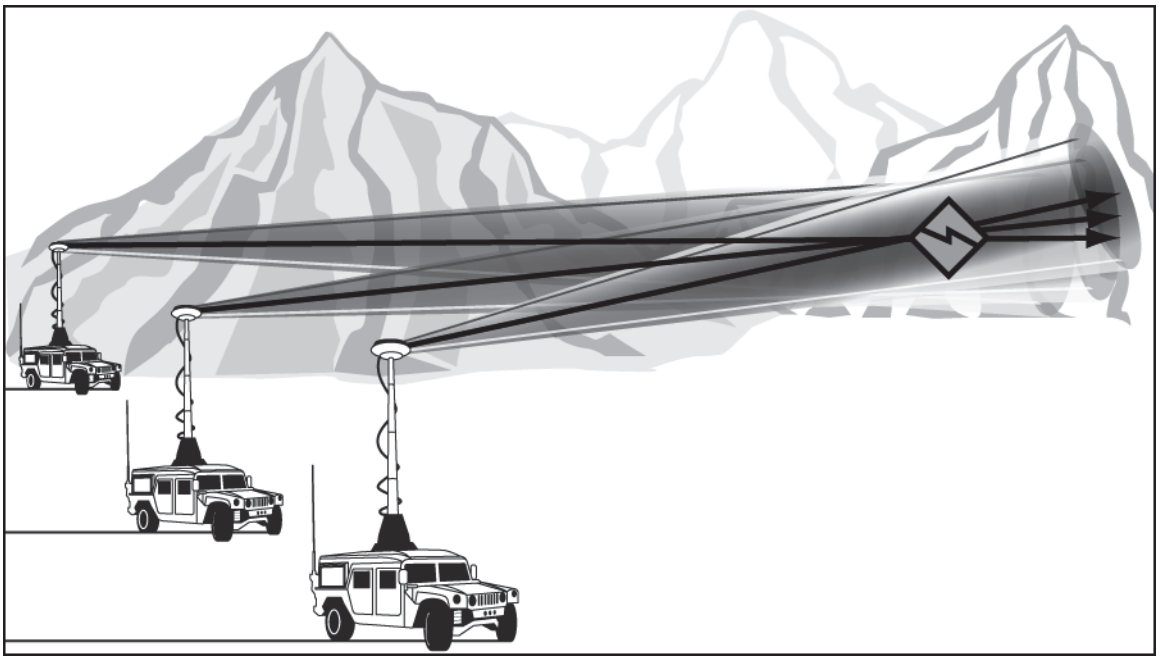

Figure 2-4. Probable emitter location based on a fix

2-76. (FOUO) A factor that influences the accuracy of a fix is the geographic relationship of the collection assets to the threat emitter. Multiple lines of bearing on the same threat emitter offer the most effective application of the SIGINT collection assets. Thus, ground-based SIGINT collection teams are most effectively deployed in multistation formations as the situation allows.

Low-Level Voice Intercept

2-77. (FOUO) The Prophet SIGINT collection system can be employed in dismounted collection missions, sometimes referred to as low-level voice intercept (LLVI) missions. The LLVI capability allows BCTs to collect SIGINT information from locations not accessible to vehicles or where threats may not expect to find MI collection assets.

2-78. (FOUO) Typical LLVI missions last three to five days. An LLVI team normally consists of four Soldiers; however, a team's exact composition may vary based on the situation. In addition to their personal and combat gear, LLVI team members carry the signals intercept system and batteries. The heaviest items are the batteries.

2-79. (FOUO) The means and methods of movement for LLVI teams vary, depending on the mission. LLVI teams are mobile and should be prepared to move to locations and sites by any means available. Teams might conduct ground movement many miles to a remote site over rough terrain or at high altitudes, they might convoy to an urban site and collect from inside a vehicle, or they might be inserted to or near a site using available air assets.

2-80. (FOUO) Staff coordination for planning LLVI missions requires the same level of detail as planning scout or long-range reconnaissance missions. Although LLVI teams can be employed on short notice, the potential benefit is weighed against the risk associated with hasty planning and execution. (See ADRP 3-90 for doctrine on hasty versus deliberate operations.) At a minimum, the following information is needed to conduct LLVI missions:

- Mission statement, including SIGINT collection tasks, latest time information is of value, and anticipated length of mission.

- PIRs, collection requirements, and associated specific information requirements.
- Enemy situation in the target area.
- Method of insertion, with abort criteria. Coordination time and place are included, if applicable.
- Fire support plan, to include assets available.
- Sustainment plan.
- Exfiltration plan.
- Communications plan.

Signals Intelligence Reporting

2-81. (FOUO) SIGINT assets can immediately report enemy actions or events critical to the operations of friendly units. Time-sensitive SIGINT reporting may be via standard intelligence communications channels.

2-82. (FOUO) Most SIGINT reports are formatted and classified. Common reports include—

- KLEIGLIGHT and tactical report (also called TACREP).
- Critical intelligence report (also called CRITIC).

2-83. (FOUO) SIGINT information may also be disseminated using unclassified (noncodeword) reports. Unlike standard SIGINT product reports, noncodeword reports may be passed directly to commanders for immediate tactical use. Specific procedures for noncodeword reporting during operations are normally in the SIGINT appendix to the intelligence annex of the BCT order.

Planning Considerations for Human Intelligence Collection

2-84. *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 (FM 2-22.3). HUMINT uses human sources as a tool and a variety of collection methods, both passive and active, to gather information to satisfy the commander's intelligence requirements and cue other information collection assets. (See FM 2-22.3.)

2-85. Successful HUMINT collection requires detailed planning and extensive research of the population within the AO. The requirements for HUMINT collection must be detailed enough to allow identification of sources that can provide the needed information. HUMINT source selection involves identifying, researching, and actively locating a specific group, organization, or individual for the purpose of collecting information in response to intelligence requirements. The source selection process allows for the identification of the most likely source of information, minimizing the uncertainty of the access and placement of sources. Source selection also helps optimize the HUMINT collection effort. Sources are chosen according to their reliability, level of cooperation, and placement and access. HUMINT missions include military source operations and interrogation.

Military Source Operations

2-86. (FOUO) Military source operations encompass the HUMINT tasks of screening, debriefing, liaison and controlled source operations in support of Army operations. (See classified TC 2-22.302.)

Note. Military source operations are only conducted by HUMINT collectors. A HUMINT collector is a person who is trained to collect information from individuals (HUMINT sources) for the purpose of answering requirements. HUMINT collectors include trained and certified enlisted personnel in MOS 35M, warrant officers in MOSs 351Y and 351M, commissioned officers in area of concentration 35F, and their federal civilian employee counterparts. Trained and certified civilian contractors can perform debriefing, screening, and other activities in support of HUMINT operations.

2-87. **Screening.** As it applies to HUMINT collection, 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. Screening categorizes and prioritizes sources based on the probability of a particular source having priority information and the level of cooperation of the source.

2-88. **Debriefing.** Debriefing is the process of overtly questioning cooperating human sources to satisfy requirements, consistent with applicable law. The source usually is not in custody and usually is willing to cooperate. Debriefing may be conducted at all echelons and throughout the range of military operations. The primary categories of sources for debriefing are refugees, émigrés, displaced persons, local civilians, and friendly forces.

2-89. **Liaison.** Liaison activities are programs to coordinate activities and exchange information with host-nation military and civilian agencies, unified action partners, and nongovernmental organizations.

2-90. (FOUO) **Controlled Source Operations.** Controlled source operations are conducted using recruited sources that respond to direction and control of the handling agent or collector and that are tasked and provide information for which the source has placement and access. (See classified TC 2-22.307.)

2-91. **Interrogation.** HUMINT *interrogation* is the systematic process of using approved interrogation approaches to question a captured or detained person to obtain reliable information to satisfy intelligence requirements, consistent with applicable law and policy (FM 2-22.3). (See DODD 3115.09 and FM 2-22.3 for applicable law and policy.)

Note. HUMINT interrogation is to be conducted by personnel trained and certified in accordance with the standards established pursuant to DODD 3115.09.

Employment and Control of Human Intelligence Collection Teams

2-92. Commanders consider security when planning for the employment of HUMINT collection teams. (See TC 2-22.303.) Generally three security conditions exist: permissive, uncertain, and hostile.

2-93. **Permissive Environment.** In a permissive environment, HUMINT collection teams normally travel throughout the AO without escorts or a security element. HUMINT collectors may frequently make direct contact with overt sources, view the activity, or visit the area that is the subject of the information collection effort. They normally use debriefing and elicitation as their primary collection techniques to obtain firsthand information from local civilians and officials.

2-94. **Uncertain Environment.** In an uncertain environment, security considerations increase, but risk to the collector is weighed against the potential intelligence gain. An uncertain environment limits use of controlled sources and requires additional resources. HUMINT collection teams should still be used throughout the AO but normally are integrated into other ground reconnaissance or other missions. For example, a HUMINT collector may accompany a patrol visiting a village. Security for the team and their sources is a prime consideration. HUMINT collection teams are careful not to establish a fixed pattern of activity or arrange contacts in a manner that could compromise the source or the collector. Debriefing and elicitation are still the primary collection techniques. Teams are frequently deployed to conduct collection at checkpoints, refugee collection points, and detainee collection points. They may conduct interrogations of detainees within the limits of applicable laws and policies.

2-95. **Hostile Environment.** In a hostile environment, the three concerns for HUMINT collection are access to the sources of information, timeliness of reporting, and security for the HUMINT collectors. A hostile environment requires significant resource commitments to conduct controlled source operations. Prior to the entry of a force into a hostile area, HUMINT collectors may be used to debrief civilians, particularly refugees, and to interrogate other detainees who have been in the area. HUMINT collection teams are normally located with the friendly units to facilitate timely collection and reporting. HUMINT collectors accompany the BCT lead elements or ground reconnaissance forces during operations. They interrogate detainees and debrief refugees, displaced persons, and friendly force patrols.

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Human Intelligence Reporting

2-96. (FOUO) HUMINT reports are common to most HUMINT agencies within DOD. (See classified DHE-M 33001.001.) They include—

- Intelligence information report (IIR).
- Tactical intelligence information report (TIIR).
- Spot report.
- HUMINT contact report.

2-97. **Intelligence Information Report and Tactical Intelligence Information Report.** The IIR is the standard information report accepted by the Defense Intelligence Agency to answer HUMINT requirements at any level. Tactical collectors may write IIRs and TIIRs based on SOP. The TIIR is a tactical report released to units and organizations operating within the supported unit's AO. An IIR is released to the national database, whereas a TIIR is not. The operations management team or the G-2X or S-2X performs quality control on TIIRs and IIRs and releases the reports.

2-98. **Spot Report.** The spot report is completed using the SALUTE format (size, activity, location, unit, time, equipment). (See FM 6-99) It is a simple, easily understood means for disseminating time-sensitive information. Follow-ups to the initial spot report provide additional details and background information, when available. Spot reports are sent simultaneously to the supported unit's intelligence cell, to the team's responsible G-2X or S-2X (and/or operational management team), and to the intelligence cell of any other tactical unit that may be affected by the information contained in the spot report. Spot reports may be followed by a TIIR or an IIR.

2-99. **HUMINT Contact Report.** HUMINT collectors use contact reports to record all relevant information concerning specific meetings with HUMINT sources. Information typically includes the following: circumstances of the contact (purpose, locations, time), operational matters relative to the contact (topics discussed, taskings given), reports produced as a result of the contact, and resources expended. Contact reporting is conducted within technical channels only.

PLANNING CONSIDERATIONS FOR UNMANNED AIRCRAFT SYSTEM COLLECTION

2-100. Through its Shadow TUAS and augmenting UASs from higher headquarters, the BCT collects full-motion video used to develop intelligence about the AO for current and future operations in real time. Several command post cells are involved in synchronizing and integrating TUAS missions. (See paragraphs 2-109 through 2-114.)

2-101. The Shadow provides a reconnaissance capability to cover areas of the earth's surface. The Shadow uses two techniques that are especially suited for providing area coverage for baseline studies of terrain and lines of communications: directed search area and broad area coverage.

2-102. *Directed search area* missions identify a geographic region in the shape of a polygon that may contain from 3 to 24 corner points identified with latitude and longitude coordinates. This gives intelligence planners the flexibility to tailor collection and other plans to meet commanders' needs.

2-103. *Broad area coverage* missions, also known as broad area search missions, entail imagery coverage of large areas of the earth's surface. This technique enables analysis of a larger area and provides the imagery needed for the creation of large area mosaics.

Unmanned Aircraft Systems Missions

2-104. Normally, a UAS is assigned one of the four missions discussed below.

Route Reconnaissance or Lines of Communications Coverage

2-105. A route reconnaissance or line of communications coverage mission is defined by a road, mobility corridor, or other form of transportation passageway delineated by a specific starting and ending point. This type of mission is not limited to threat areas but may be requested to facilitate friendly logistic or troop movements as well. The directed search area technique is normally used for this mission.

Zone Reconnaissance

2-106. The typical planning area for a UAS zone reconnaissance is five by eight kilometers in rural areas and three by three kilometers in urban areas. UAS zone reconnaissance provides broad area search with minimal target acquisition capability and is used to confirm or deny the existence of vehicles or personnel.

Area Reconnaissance

2-107. The typical planning area for a UAS area reconnaissance is three by five kilometers in rural areas and one by one kilometer in urban areas. UAS area reconnaissance provides a narrower search area than that of zone reconnaissance as well as the ability to acquire and report location data. It should be used to confirm or deny threat activity and is often cued by another information collection asset. Both broad area coverage and directed search area techniques are used for area reconnaissance.

Point Target

2-108. A point target is a specified imaging target. This mission is conducted to provide the clarity of detail required for specific equipment identification or precision targeting. This type of mission is best suited for identifying static or semistatic targets that require detailed analysis to answer specific requirements. Point targets in a directed search area are the most common technique.

Control and Coordination of Unmanned Aircraft System Missions

2-109. UAS airspace deconfliction requires constant attention. The airspace over the BCT AO can become crowded with unmanned aircraft, manned rotary- and fixed-wing aircraft, and indirect fires. The air defense management/brigade aviation element develops and coordinates the airspace control architecture during planning. It develops the required airspace coordinating measures and fire support coordination measures and monitors the situation for compliance. (See FM 3-52.)

2-110. The intelligence cell develops tasks for UASs as part of planning requirements and assessing collection. These tasks are incorporated into the BCT information collection plan, which is prepared by the operations staff and included in the BCT order. The intelligence cell and the operations and intelligence working group monitor UAS collection activities and integrate and synchronize UAS use. (See FM 3-55 and ATTP 2-01.)

2-111. The fires cell develops targets suitable for UAS missions and integrates them into the fires annex of the BCT order. The fires cell provides input to the BCT information collection plan to synchronize it with regards to designated targets. The field artillery intelligence officer coordinates with the intelligence cell for target selection, prioritization, and assessment. The fires cell coordinates clearance of fires with other cells and staff elements in the main command post. (See ADRP 3-09.)

2-112. The protection cell coordinates with other functional and integrating cells. Together they conduct Army support to personnel recovery and protection support, which can be facilitated by UASs. (See ADRP 3-37.)

2-113. The MI company coordinates with the sustainment cell for appropriate sustainment support, such as repairs, parts, and maintenance of UASs. (See ADRP 4-0.)

2-114. The Air Force weather team provides weather support for the conduct of UAS missions. It monitors the effects of weather at the launch and recovery location and along the mission route.

Unmanned Aircraft Systems Employment

2-115. UAS flight operations require a complete staff effort in the planning and monitoring of UAS missions. Comprehensive coordination between the operations and intelligence staffs ensures critical collection requirements are as well forecasted and resourced as possible. However, deliberate planning for support does not alter the fact that more immediate and critical requirements emerge and evolve continually. The ability to retask assets quickly is an important aspect of exploiting opportunities that present themselves and are in line with the commander's intent and standing priorities.

2-116. Full-motion video provides a unique capability: a mixture of reconnaissance, surveillance, and target acquisition. The full-motion video collection process begins at supported company level and

ultimately involves each echelon from company to BCT. At each echelon, full-motion video requirements are developed, refined, and tasked for collection, or the requests are forwarded to higher echelons. This is based on several factors, including aircraft capability, airspace coordination measures, operational requirements, and weather. To be used efficiently, full-motion video requires more coordination than any other collection capability within the BCT. There are three types of collection requests: preplanned and immediate requests, and dynamic retasking.

Preplanned Requests

2-117. Preplanned requests are those anticipated by the requesting unit far enough in advance to permit detailed mission coordination and planning. They may also be standing requests for indications and warnings or force protection. The intelligence cell monitors and analyzes threat activity and supports targeting while providing feedback to the commander to aid decisionmaking. Coupled with continuous assessment, preplanned collection enables the seamless transition from preplanned missions to dynamic retasking and cueing of other information collection assets. Preplanned requests typically focus on—

- **Indications and warning**—key events and potential indicators.
- **Target development**—collection and refinement of information needed to determine the type and duration of action needed to create the effects specified in the attack guidance matrix.
- **Target verification**—assistance in establishing the identification and status of a target.
- **Combat assessment**—collection of information to support combat assessment.
- **Situational understanding**—collection of information used to develop knowledge and understanding of the current situation.

Immediate Requests

2-118. An immediate collection request is submitted outside the normal information collection planning cycle after the air tasking order and daily information collection plan are published. It attempts to integrate collection into a time-sensitive operation. Proper coordination through the chain of command is vital throughout the process. Subordinate units must coordinate immediate collection requests with their higher headquarters. This makes the request process quicker and ensures proper prioritization of immediate requests with regard to existing requests.

Dynamic Retasking

2-119. Another type of request is dynamic retasking. The most notable difference between immediate requests and dynamic retasking is aircraft launch status. Typically, immediate requests require generating a new mission. Dynamic retaskings are requests that divert existing missions to new priorities. Dynamic retasking requires a greater level of risk assessment, as some approved collection requirements must be cancelled to meet a dynamic retasking. In addition to risk assessment, dynamic retaskings require a stricter approval process and an increased level of airspace coordination because airspace situational understanding by aircrews and air controllers is necessary.

Mission Execution

2-120. Mission execution involves conduct of the flight and the delivery of information, combat information, and targeting data to the requester or others who require it. Digitization allows a high volume of data to be received, correlated, analyzed, and viewed graphically. With digitization, information can flow directly from the collector or processor to the requester in near real time.

COUNTERINTELLIGENCE AUGMENTATION

2-121. The BCT may receive CI teams from a higher echelon unit. CI at the tactical level is primarily focused on CI support to protection. CI assets at the tactical level are instrumental in protecting bases from infiltration, collection, and targeting by foreign intelligence and security services and international terrorist organizations. (See FM 2-22.2.)

2-122. The employment of CI teams includes varying degrees of contact with the local population. As the degree of contact increases, both the quantity and quality of CI collection increases. However, in many instances, there is a risk to CI teams inherent with increased exposure to the local population. The decision at what level to employ a CI team is situation-dependent. The risk to the CI assets must be balanced with the need to collect against PIRs and to protect the force as a whole. Rules of engagement, status-of-forces agreements, direction from higher headquarters, and the overall threat level may also restrict the deployment and use of CI teams.

2-123. The situation and the command and support relationships influence the execution of CI plans and operations. The CI scheme of support and support relationships are established in the CI appendix to the intelligence annex to the BCT order, fragmentary orders, or other directives. (See ATTP 5-0.1.)

2-124. Characteristics of the AO influence the nature and extent of CI operations. The following AO factors influence CI employment:

- Historical and recent espionage, sabotage, subversion, or terrorist activities within the AO.
- Population density.
- Cultural makeup of the civilian population.
- Attitude of the people and political groups toward friendly and threat forces.
- Population's susceptibility to threat penetration (hostile intelligence threat) and propaganda.
- Stability of the local government, security, and law enforcement.

2-125. The number of CI resources available is critical. Careful planning, awareness of CI operations throughout the deployed force joint operations area, and detailed intelligence and operations preparation are required. CI targets should be identified as early as possible at the start of a contingency or new operation; then appropriate operations are planned to exploit or neutralize threats. Care is taken to not overestimate CI element capabilities. This risks overextending and dispersing CI activities on too many targets with limited effectiveness. CI elements can be deployed on an area coverage concept or by unit assignment.

AREA COVERAGE

2-126. CI elements employed under area coverage are assigned a specific geographic area. Under area coverage, CI support is provided to commands located within the designated area. CI elements continue to operate within the assigned area, even when the tactical situation or supported units operating in the area change.

2-127. General support is the best support relationship to use for area coverage. General support best provides the means to meet the specific operational requirements of supported forces with limited organic CI resources.

2-128. Area coverage provides the greatest continuity of tactical CI operations. It allows CI operations to focus on the threat's intelligence organization and activities while remaining unrestricted by the AOs assigned to supported units. It also allows CI personnel to become familiar with the area, threat intelligence organization and operations, and CI targets. Area coverage is particularly effective when conducting stability tasks where threat demographics or operating areas do not match friendly force boundaries.

UNIT ASSIGNMENT

2-129. Situational and operational factors may require some CI elements to be either attached or placed in direct support of the BCT (for example, during operations involving widely separated units in areas of dense population). CI elements employed on a unit assignment basis normally remain with designated supported units in a direct support relationship. The supported unit normally provides sustainment. They operate within that unit's AO under the specified relationships. In such cases, supported unit commanders employ CI personnel to satisfy their CI requirements or other missions specified by the commander.

REMOTE SENSORS

2-130. Remote sensors are used to perform such tasks as perimeter defense, surveillance, environmental monitoring (including radiological, nuclear, and early warning), and target acquisition. Remote sensors are

not an MI collection asset; however, they do provide information used to cue MI collection assets to activity and should be considered when preparing the information collection plan. They are hand-emplaced by Soldiers or robotic vehicles either inside or outside buildings and structures.

2-131. Remote sensors can be employed in almost any tactical situation. However, their optimal employment is in areas where major movement is restricted to a few key lines of communications and the traffic pattern of military and civilian activity can be easily discriminated. Remote sensor missions are ideally suited to support relatively stable situations, such as long-term defensive or security operations, where the time and resources are available to develop an extensive sensor network throughout the AO. Remote sensors have limited utility in fast-moving mobile missions, raids, and other limited-duration operations unless adequate time and means are provided to emplace sensors before executing the operation. In addition, the employment of sensors in open terrain or heavily congested urban concentrations requires detailed planning to ensure the sensor network can provide the desired information in those environments.

APPLICATIONS

2-132. Remote sensors may be employed in the following roles.

General Surveillance

2-133. In the general surveillance role, sensors are used to provide general surveillance of lines of communications, helicopter landing zones, assembly areas, objectives, and other named areas of interest. Sensor information is used to develop the general threat situation and support the concept of operations through the detection of threat activity near insertion points or other objectives.

Early Warning

2-134. In the early warning role, sensors are placed along avenues of approach to provide early warning of threat movement toward friendly positions. Sensor strings may be placed forward, on the flanks, or in the rear of friendly units to facilitate force protection. In this application, sensors should be implanted as far forward of friendly positions as possible, exploiting the extended range of the remote sensor system to provide maximum reaction time.

Target Acquisition

2-135. A well developed sensor network can be used for target acquisition. Sensors are implanted along key threat lines of communications or targeted areas of interest; then sensor activations are used to initiate targeting action. The key limitation of sensors in this application is the inability to discriminate between hostile, friendly, and noncombatant activity. As a result, sensor data normally must be confirmed by some other reconnaissance, surveillance, or MI collection asset.

2-136. Sensors do provide an excellent means of facilitating the targeting process through the cueing of other target acquisition sources. Once a target is positively identified, a well planned sensor network can track a target as it moves across the AO. If used for target acquisition, care must be taken not to compromise the location of sensor strings through repeated attacks on threat forces located in the same area.

Environmental Monitoring

2-137. Remote weather sensors are used in data-sparse or operationally significant regions to collect critical weather observations to enhance the quality and quantity of weather data.

CAPABILITIES

2-138. Remote sensors have the following capabilities.

Remote Surveillance

2-139. Remote sensors provide an extended-range surveillance capability without the requirement to maintain a physical presence in the surveillance area. With relays to maintain line-of-sight communications

connectivity between the sensors and the monitoring site, monitoring can be conducted a hundred miles or more from the surveillance area. This capability gives commanders a means to economically monitor activity in the AO, conserving the use of other reconnaissance, surveillance, and MI collection assets for other critical tasks.

Target Detection and Classification

2-140. Sensors can confirm or deny the presence of activity in the surveillance area and give a general indication of the type and volume of activity. Sensors can provide the number, general type, location, direction, and speed of most acquired targets. The degree of detail and accuracy of the target classification is a function of the number and type of sensors used as well as the proficiency of the monitoring site operator. While sensor data alone is rarely sufficient for target acquisition, sensors can be used to cue other surveillance and target acquisition assets to obtain the data required for targeting.

Near Real-Time Reporting

2-141. Electronic transmission of sensor detections to the monitoring site provides near real-time reporting of activity in the surveillance area. Automated processing equipment can generate a sensor report for transmission within minutes of activation.

Continuous Operations

2-142. Sensors operate day and night, in all weather conditions. Individual sensors can operate continuously for up to 30 days; relay systems can function for up to 45 days. Battery life is the primary factor limiting sensor and relay endurance. Battery life depends on the number of activations and transmissions required, along with weather and other environmental factors.

Stealth

2-143. Properly emplaced remote sensors are extremely difficult to detect. Built-in electronic countermeasures also make electronic detection and countermeasures against remote sensors unlikely. To enhance system security, individual sensors contain an alarm circuit that notifies the monitoring station if the sensor is tampered with.

Flexibility

2-144. Remote sensors can be employed in a variety of means to support the concept of operations. Sensors can be hand-emplaced by mounted or foot patrols or dropped from aircraft. Detections can be relayed and processed in real time or stored by relays for transmission on command.

LIMITATIONS

2-145. Remote sensors have the following limitations.

Implant Missions

2-146. The time and resources required to implant sensors and relays are the key limitations on remote sensor missions. The placement of sensors and relays needs to be planned in detail and accomplished well in advance of when the information is needed. The tactical situation may preclude use of aircraft for implant missions and limit the number of ground patrols that can be employed for implanting sensors.

Terrain Masking

2-147. Remote sensors require radio frequency line of sight between sensors and the monitoring site. As a result, they are susceptible to terrain masking. Effective employment requires detailed planning of sensor, relay, and monitoring site locations as well as knowledge of the capabilities and limitations of the transmitters. Terrain masking may preclude extended-range employment of sensors in mountainous areas.

Limited Target Discrimination

2-148. Remote sensors by themselves cannot provide positive target identification. Sensors activate in response to some type of physical presence. Using a mix of sensor types can provide a general category of the target, for example, personnel, wheeled vehicles, or tracked vehicles. However, sensor data must be combined with other information to provide positive target identification.

Responsiveness

2-149. Because of the time required to plan, prepare, and execute implant missions, remote sensors are generally not responsive to rapidly changing requirements. Advance planning of sensor support through detailed study of the mission, threat, AO, and commander's intent provides the best means of anticipating future sensor requirements.

Sensor Positioning

2-150. Accurate emplacement of the sensors is crucial to obtaining coverage of the surveillance area. Knowing the exact location of the implanted sensor is critical to successful relay and monitoring. As a result, sensor implant is done according to a plan, and the location of the implants must be accurately reported to the monitoring agency.

Failure Rate

2-151. Inherent in all electronic systems is the possibility of component failure. Loss of any single electronic component may render the device inoperable and degrade the operation of the overall system.

SUPPORT TO OPERATIONS

2-152. The nature of the operation determines the tactical application and scope of remote sensor missions. For each type of mission, there are distinct considerations for the employment of remote sensors.

Offense

2-153. Offensive tasks are the most difficult to support with remote sensors. The rapid pace and fluid nature of the offense may result in emplaced sensor networks being quickly uncovered by friendly forces. Sufficient time and resources may not be available to reestablish the network to support the tactical tasks of exploitation and pursuit. In addition, monitoring sensors and disseminating sensor data are complicated by frequent displacements of advancing units.

2-154. When a sensor network can be established in advance of the operation, remote sensors can provide the following support:

- **Monitoring of objectives.** Sensors can provide surveillance of an objective and the avenues of approach to it, detecting and characterizing the nature of activity on and around the objective.
- **Surveillance of entry points.** As with objectives, sensors can provide surveillance of helicopter landing zones and drop zones to provide early warning of threat activity that might preclude their use.
- **Surveillance of the deep area.** Sensors emplaced in the deep area can help guide planning by characterizing the location, nature, and intensity of threat activity. Once execution begins, the sensor network helps monitor threat response to the attack, providing early warning of reinforcement or counterattacks, identifying retrograde operations, and assisting in target acquisition efforts.

Defense

2-155. The use of remote sensors is well suited to support defensive tasks. Sensors provide the best support when they can be emplaced in the covering force area. In the defense, sensors are implanted along likely avenues of approach and in and around probable assembly areas to provide early warning of attacks. An extensive sensor network can be used to track threat formations as they move across the AO, providing

basic targeting data and cueing other target acquisition assets. In a mobile defense, sensors can also be used to provide surveillance of gaps between units or open flanks or rear areas.

Stability

2-156. For stability tasks, sensors can provide surveillance of population centers and key infrastructure areas. They can also provide surveillance along lines of communications and borders.

EMPLOYMENT CONSIDERATIONS

2-157. Successful remote sensor missions require detailed planning and intelligence developed through the IPB process. The mission, AO, threat, commander's intent, and concept of operations must be analyzed to determine the potential for remote sensor employment and the sensor information requirements that must be satisfied.

2-158. The supported unit's information collection plan includes provisions for sensor surveillance. Incorporating remote sensors into the information collection plan provides the employment concept and detailed instructions for the execution of remote sensor missions. Requirements for sensor employment are developed along with concepts for the monitoring and dissemination of sensor data. These elements are incorporated into the information collection plan.

Terrain

2-159. Terrain factors have a significant impact on sensor employment. The prevailing terrain in large part determines a number of factors: among them, potential sensor locations, implantation means, sensor detection radius, the requirement for relays, and the positioning of monitoring sites. Terrain factors to be considered are as follows:

- **Soil type and composition.** These factors determine detection radius and emplacement method. Hard, compacted soils offer best detection conditions for seismic sensors.
- **Ambient interference.** Seismic noise due to volcanic activity, earth tremors, or running water degrades the quality of seismic sensor performance. (These can be either natural, such as rivers and streams, or manufactured, such as sewer or water supply systems.) Emissions from power lines and other electronic sources can disrupt magnetic sensors.
- **Vegetation.** Vegetation provides concealment for sensors and relays but may inhibit antenna placement and interfere with communications.
- **Lines of communications.** The traffic pattern in the AO is a critical factor in determining the best locations for sensor emplacement. In general, areas with limited lines of communications and restricted cross-country mobility provide the best sensor information. Choke points along lines of communications are particularly lucrative sensor targets.

Weather

2-160. While sensor components are designed to operate in a variety of weather conditions, extreme weather conditions can impact the system's performance. Adverse weather can—

- Cancel or delay implant missions.
- Displace antennas and above ground sensors or relays.
- Degrade sensor performance.

Threat

2-161. The nature of the threat has a major effect on the success of remote sensor missions. A threat force made up of mechanized or motorized units with an established doctrine for movement and pattern of activity is more susceptible to detection by remote sensors than a small, foot-mobile insurgent group.

2-162. The threat's ability to detect and interdict emplacement missions is also considered during planning. The potential compromise of operations security and loss of assets during emplacement missions must be balanced against the benefits to be gained from sensor employment.

EMPLACEMENT

2-163. The establishment of a comprehensive sensor network requires time and a significant investment of resources. In addition to the operations security concerns discussed above, assets must be available to conduct emplacement missions and there must be sufficient time to establish the network before sensor information is required. Successful employment of remote sensors requires detailed planning.

2-164. During the planning requirements task, the operations and intelligence working group identifies specific information requirements that remote sensors can answer. The intelligence and operations staffs then develop information collection tasks for remote sensors based on these requirements. These tasks are included in the sensor surveillance portion of the information collection plan, and sensors are emplaced to perform them.

2-165. As part of the information collection plan, the sensor surveillance plan specifies the—

- Type and location of sensors, relays, and monitoring sites.
- Time of emplacement and unit responsible for emplacing each sensor string and any relays.
- Time of recovery and unit responsible for recovery.

2-166. Remote sensors are usually emplaced during planning and preparation for the overall operation. Therefore, a separate operation or fragmentary order is used to task units with employment or recovery of sensors and associated equipment. Recovery of sensors and equipment may be directed in a separate order or as a task to units in the operation order.

Chapter 3
Division and Corps Intelligence Operations

ROLE OF THE DIVISION AND CORPS

3-1. Division and corps headquarters assign missions with required resources to any combination of divisions, BCTs, or support brigades provided from the Army pool of forces or other Service equivalents. The headquarters are almost identical in structure and differ only in the commander's rank and the echelon each is designed to employ. Divisions employ brigades to fight battles and engagements. Corps conduct large-scale land operations as part of a joint campaign, employing divisions as their base. (See FM 3-92 for doctrine on corps operations.)

3-2. Division headquarters have no organic troops other than their headquarters battalion. The three programmed corps headquarters have an E-MIB assigned for intelligence operations. Division and corps headquarters receive forces through attachment or under OPCON and task-organize these forces. Both headquarters, with augmentation, can serve as an ARFOR headquarters. An *ARFOR* is the Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command (ADRP 1-02). The division or corps headquarters, whether serving as an ARFOR or a joint force land component command, is concerned with the conduct of land operations and employment of forces required to accomplish operational-level objectives. Divisions and corps execute simultaneous offensive, defensive, and stability tasks in an assigned AO to establish specific conditions. They combine operational- and tactical-level tasks and missions through the organization of operational frameworks to accomplish assigned missions. (See ADRP 3-0.) Divisions and corps organize the battlefield by assigning AOs, weighting the main effort, and establishing priorities of support.

DIVISION AND CORPS INTELLIGENCE ORGANIZATIONS

3-3. Controlling land forces for operations is the corps headquarters' first priority. If the corps headquarters is not the senior Army headquarters within the AO, then it is an intermediate tactical headquarters. If it is the senior Army headquarters within a joint operations area, then it is the ARFOR for the joint or multinational force. If the corps is given control of Marine Corps forces, then it is a joint force land component command. If the corps is given control over multinational forces, then it is a multinational joint force land component command. The role the corps is assigned determines whether the corps utilizes Army, joint, or multinational processes.

EXPEDITIONARY MILITARY INTELLIGENCE BRIGADE

3-4. As part of Intel 2020, the Army is establishing three new brigade-level commands to enhance the intelligence capability within each of the Army's three programmed corps. These commands, called E-MIBs are designed to conduct intelligence operations in support of decisive action. An E-MIB provides the following capabilities:

- CI collection and activities.
- HUMINT collection.
- SIGINT collection.
- PED.

3-5. The E-MIB can also augment corps, division, and BCT intelligence cells, specifically aiding in the processing, exploitation, and dissemination of SIGINT, imagery, and full-motion video provided by higher echelon and national organizations. The E-MIB is the primary information collection asset assigned or attached to corps and division commands. The E-MIB conducts multidiscipline intelligence operations in

support of corps and division operational requirements, to include being the military intelligence force provider for BCTs. The E-MIB is designed to perform in a variety of situations and be task-organized in multiple ways.

3-6. The E-MIB is comprised of a headquarters and headquarters company and two MI battalions. Each battalion is composed of a headquarters and headquarters detachment, a CI and HUMINT company, and a collection and exploitation company. An E-MIB's assets can be allocated across the corps to augment existing capabilities or cover gaps, such as the lack of CI assets in the BCT.

DIVISION AND CORPS COMMAND POSTS

3-7. Division and corps commanders normally organize their headquarters staff into six functional cells, three integrating cells, and other groupings (boards, working groups, and meetings) as needed. (See ATTP 5-0.1.) Some staff members are permanently assigned to and serve in one cell or element for the mission. However, others move from cell to cell based on the need for their expertise. It is possible for one member of the staff to serve in five or more components of the main or tactical command post, depending on that member's skill set and ability to contribute to the mission.

INTELLIGENCE CELL

3-8. The intelligence functional cell is concerned with facilitating understanding of the operational environment. The cell requests, receives, and analyzes information from all sources. It disseminates intelligence products to support division or corps operations and the commander's situational understanding. This cell manages all requirements for information collection and MI collection assets under division or corps control. It interfaces with the movement and maneuver cell to integrate intelligence products and intelligence operations activities into current operations. It recommends tasks to the division or corps operations staff for resources under division or corps control. This cell receives, processes, analyzes, and disseminates all-source intelligence to support current and future operations. The intelligence cell provides representatives to the current operations integration cell.

3-9. Each intelligence cell provides policies and procedures for conducting intelligence operations to subordinate echelon intelligence cells. These policies and procedures allow the lower echelon intelligence staffs the freedom to conduct intelligence operations more efficiently, as routine tasks can be executed without obtaining approval from higher echelons.

3-10. To support operations, the main command post intelligence cell—

- Receives, processes, and analyzes information from all sources, and disseminates intelligence.
- Provides relevant intelligence to support current and future operations.
- Participates in information collection planning.
- Participates in the targeting process.

3-11. The intelligence cell at the corps and division consist of the three principal sections: intelligence operations, the analysis and control element, and the G-2X.

Intelligence Operations Section

3-12. The intelligence operations section serves as the operations hub for intelligence activities. It interfaces the intelligence cell with the movement and maneuver cell to integrate intelligence products and collection activities into current operations. It recommends intelligence tasks to the operations staff for resources under the headquarters' control. This section includes the following subelements.

Current Operations Integration Cell Support Element

3-13. Personnel in this element provide intelligence cell support to the current operations integrating cell. This support element provides intelligence capability to the main command post by integrating intelligence and collection planning products received from the analysis and control element.

Special Security Office

3-14. The special security office exercises oversight of reception, transmission, and storage of sensitive compartmented information. The special security office establishes, manages, and provides security for the main command post's sensitive compartmented information facility.

Intelligence, Surveillance, and Reconnaissance Target Development

3-15. This element develops and nominates priority targets as part of the targeting process. (See FM 3-60 for targeting process doctrine.)

Communications Integration

3-16. The communications integration staff element establishes communications connectivity with outside intelligence elements, maintains internal and external intelligence digital communications functions, and exercises communications security oversight of intelligence-specific communications equipment. The intelligence cell develops the intelligence architecture to ensure a continuous flow of information and intelligence within the command and to higher, lateral, and subordinate units.

3-17. The signal staff and the intelligence cell work closely to establish an architecture that meets the command's intelligence communications needs. The intelligence cell provides access to networks such as JWICS and the National Security Agency Network (also called NSANET). The signal staff maintains the command's network for NIPRNET and SIPRNET access. Within the architecture, establishing protocols and adhering to them provides for network discipline and more efficient information and intelligence sharing.

Air Force Weather Team

3-18. Division and corps command posts typically have an assigned staff weather officer and Air Force weather team to assist the commander and staff in determining the effects of current and forecast weather on operations. In most cases, the staff weather officer is both a member of the Army commander's special staff and an Air Force squadron or detachment commander with OPCON and ADCON over Air Force weather team personnel supporting the force. (See AFDD 3-59.)

3-19. Specific staff weather officer and Air Force weather team functions are similar to those described in paragraphs 2-18, 2-19, and 2-114. Duties specific to division and corps command post operations include—

- Coordinating meteorological and oceanographic sensing requirements. (See JP 3-59.)
- Actively collaborating with other weather forces to ensure unity of effort.

Analysis and Control Element

3-20. The analysis and control element performs collection management, produces all-source intelligence, provides SIGINT technical control, produces GEOINT products, and disseminates intelligence and targeting data to the headquarters and subordinate intelligence cells. The analysis and control element includes the following subelements.

Fusion Cell

3-21. The fusion cell performs situation development, prepares combat assessments, and develops and updates threat information for the ongoing intelligence running estimate. The fusion cell provides assessments to subordinate intelligence staffs. These assessments provide the current overall assessment of the relevant aspects of the operational environment.

Geospatial Intelligence Cell

3-22. The GEOINT cell provides correlation and analysis of imagery, imagery intelligence, and geospatial information to create products or display timely intelligence. GEOINT cells combine current information, combat information, and intelligence from other disciplines to produce geospatially referenced products and assessments that support the headquarters and its subordinate units.

Signals Intelligence Cell

3-23. The SIGINT cell performs SIGINT analysis and assists in the technical control of supporting SIGINT collection assets. It assists the electronic warfare officer in creating electronic IPB products and tasks SIGINT systems to support the ongoing operation.

Collection Management Cell

3-24. The collection management cell monitors information collection asset status, develops planning requirements tools, and assists in developing the information collection plan. It works with the current operations integration cell to keep the information collection plan synchronized with current operations. The cell works with the plans and future operations integrating cells in the development of information collection plans for future operations.

G-2X Staff Element

3-25. The G-2X staff element advises the commander and staff on employing CI and HUMINT collection assets. It interfaces with external organizations to synchronize and deconflict CI and HUMINT tasking and missions. The G-2X includes the—

- **Counterintelligence coordinating authority.** The CI coordinating authority (often called the CICA) provides technical control, oversight, and deconfliction for CI assets.
- **HUMINT operations cell.** This cell provides primary technical control and deconfliction for all HUMINT assets in the AO.
- **HUMINT analysis cell.** This cell serves as the single fusion point for HUMINT reporting and operational analysis. It answers requests for information related to HUMINT.

INTEGRATING CELLS

3-26. Integrating cells are organized by planning horizon rather than warfighting function. (See ATTP 5-0.1.) A *planning horizon* is a point in time commanders use to focus the organization's planning efforts to shape future events (ADRP 5-0). The three planning horizons are short (usually associated with the current operations integration cell), mid (usually associated with the future operations cell) and long (usually associated with the plans cell). Commanders determine planning horizons based on the situation, echelon, and tempo of operations. Horizons can range from hours and days to weeks and months. As a rule, the higher the echelon, the more distant the planning horizon with which the headquarters is concerned. Thus, divisions and corps are resourced for all three integrating cells. The intelligence functional cell provides staff elements to all integrating cells.

CURRENT OPERATIONS INTEGRATION CELL

3-27. The current operations integration cell controls operations, monitors current operational status, and updates the staff at the main command post. The cell is composed of representatives from all functional cells and most special staff sections. Led by the chief of staff, it directs the actions of the main command post. The intelligence cell provides additional support to this cell as directed by the chief of staff.

3-28. The current operations integration cell monitors the situation and directs and synchronizes current operations in accordance with the concept of operations and commander's intent. It focuses on what is happening and controls operations by executing its internal battle drills. Current operations produce a large volume of orders, including administrative and tactical fragmentary orders. This cell's tasks include—

- Assess the tactical situation.
- Recommend CCIRs and keep them current.
- Maintain the common operational picture.
- Maintain the battle rhythm.
- Control operations by issuing operation and fragmentary orders.
- Serve as the central clearinghouse for incoming messages, orders, requests for information, and taskings.

- Synchronize actions among the other command post cells, staff elements, meetings (including boards and working groups), and other entities, such as personal and special staff sections that operate independently.
- Establish and conduct liaison with unified action partners.
- Provide the current situation to the future operations and plans cells.
- Perform near-term task assessment.

FUTURE OPERATIONS CELL

3-29. The future operations cell (also called FUOPS) performs near-term planning, including preparing branches to the current operation. This cell tracks and processes relevant information to create an ongoing link between current operations and plans. Its tasks include—

- Monitor current operations.
- Contribute to the common operational picture.
- Turn command guidance into executable orders.
- Modify plans to support current operations.
- Assist in or produce fragmentary orders to support current operations.
- Develop branches to current operations.
- Recommend future CCIRs.
- Participate in the targeting process.
- Perform midterm operations assessments.

PLANS CELL

3-30. The G-5 leads the plans cell and oversees long-term planning. The G-5 is supported by two full time intelligence planners. The plans cell develops plans, orders, branches, and sequels. It monitors the common operational picture and stays abreast of the current operation by coordinating with the current operations integration cell. When sufficient time exists before execution and the G-3 directs, the plans cell may write branches for the current operation, particularly if those branch plans and fragmentary orders are relatively complex.

3-31. Higher echelon plans cells provide IPB products tailored to the lower echelon needs within the framework of the IPB process. (See FM 2-01.3.) Subordinate intelligence staffs then further refine the higher echelon's products into products usable for their commanders and staffs. Subordinate intelligence staffs rely on higher headquarters staffs to provide the following intelligence products:

- Threat organizational charts.
- Available information regarding threat operational art, tactics, and techniques.
- Threat situation template and course of action statements for threat courses of action.
- Event templates and matrices.
- High-value target lists.
- Target packages on areas, structures, units, or individuals tasked out for reconnaissance, surveillance, intelligence operations, and target acquisition.
- Terrain analysis showing the military aspects of terrain and its effects on friendly and threat operations.
- Urban terrain analysis products showing the aspects of urban terrain and its effects on friendly and threat operations.
- Weather conditions and effects on enemy and friendly operations, including intelligence collection sensors, personnel, and equipment.
- Analysis of civil considerations, including IPB overlays.
- Civil affairs assessments.
- Military information support operations (formerly psychological operations) assessments.
- Other public affairs activities assessments.

3-32. Based on these products, the lower echelon intelligence staffs further refine their intelligence requirements and needs and nest their activities with those of higher echelons. They can also more efficiently request further support as needed. Lower echelon intelligence staffs refine the products provided to them by the higher echelon intelligence staffs, based on their commander's requirements. These products are sent back to the higher intelligence staffs along with the subordinate's assessment for inclusion in the higher intelligence staff's assessment.

PLANNING CONSIDERATIONS FOR DIVISION AND CORPS INTELLIGENCE OPERATIONS

3-33. Division and corps commanders rely on subordinate brigades, the E-MIB, and resources from higher echelons to conduct intelligence operations. Division and higher level intelligence operations collect information to support current and future operations. Detailed intelligence analysis drives information collection for the division and its higher headquarters. To collect the information needed for planning and decisionmaking, division and corps staffs integrate all tools at their disposal into a synchronized and integrated echelon information collection plan.

INTELLIGENCE ARCHITECTURE

3-34. Corps and division intelligence cells operate as integrated parts of the intelligence enterprise. The intelligence enterprise is communications network-enabled. The backbone is based on an architecture that transmits intelligence and information to and from various collection elements, units, and agencies by means of different technologies and systems. With the continued development of sensors, processors, and communications systems, it is increasingly important that intelligence cells understand the requirements for establishing an effective architecture. Adequate communications and access to the intelligence enterprise are often the most critical enablers for the intelligence warfighting function. Each staff element in the intelligence cell, as well as the G-6, has some role in assisting the G-2 to establish and maintain the intelligence architecture.

3-35. Corps and division intelligence architectures comprise specific intelligence and communications structures that form the tactical portion of the intelligence enterprise. These structures include all personnel, organizations, systems, and procedures necessary to assist in collecting, analyzing, producing, and disseminating intelligence and information. Corps and division G-2s normally develop the overall intelligence architecture and subarchitectures for HUMINT, GEOINT, and SIGINT communications.

FORCE TAILORING

3-36. *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 (ADRP 3-0). It involves selecting the right force structure for a joint operation from available units within a combatant command or from the Army force pool. Commanders then sequence selected forces into the joint operations area as part of force projection. Joint force commanders request and receive forces for each campaign phase, adjusting the quantity of Service component forces to match the weight of effort required. Army Service component commanders tailor Army forces to meet land force requirements determined by joint force commanders. Army Service component commanders also recommend forces and a deployment sequence to meet those requirements. Force tailoring is continuous.

TASK-ORGANIZING

3-37. *Task-organizing* is the act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADRP 3-0). 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.

SUPPORT BRIGADES

3-38. Corps and divisions receive a mix of support brigades based on mission requirements. The types of support brigades are the E-MIB, fires brigade, combat aviation brigade, maneuver enhancement brigade, and sustainment brigade. These brigades are combined arms units designed to support BCTs and carry out tasks in support of the division and corps. The joint force, corps, and division level each have different relationships with support brigades. The supported unit intelligence cell provides intelligence support to support brigades. Support brigades may receive MI collection assets as needed to support their missions. These assets conduct intelligence operations the same way as assets supporting BCTs do.

FIRES BRIGADE

3-39. Fires brigades are normally assigned to, attached to, or placed under OPCON of a division, as the mission requires. The fires brigade includes assets that can augment the supported division's targeting capabilities. The fires brigade main command post fires cell is the primary organization responsible for interfacing with the division staff and for executing fires directed by the division. (See ATP 3-09.24.)

COMBAT AVIATION BRIGADE

3-40. Combat aviation brigades support joint force land component command, corps, or division operations with task-organized aviation teams. Based on priorities and missions, the combat aviation brigade can also collaborate directly with a supported brigade for operational details of the support required. The combat aviation brigade, containing both manned and unmanned systems, can be task-organized for specific missions and can support multiple BCTs. Combat aviation brigades can be configured as heavy, medium, or light in accordance with the numbers and types of assigned aircraft. (See FM 3-04.111.)

MANEUVER ENHANCEMENT BRIGADE

3-41. The maneuver enhancement brigade receives and controls forces that provide mobility support and protection to prevent or mitigate effects of hostile action against supported forces. Maneuver enhancement brigades preserve freedom of movement and maneuver for the supported force. These brigades control terrain and facilities and prevent or mitigate hostile actions or weather effects. (See FM 3-90.31.)

SUSTAINMENT BRIGADE

3-42. Sustainment brigades are subordinate to the theater sustainment command. They provide control of the full range of logistic operations. Sustainment brigades consolidate functions previously performed by corps and division support commands and area support groups into a single organization. The sustainment brigade is normally given a support relationship with the supported force. However, under certain conditions, a sustainment brigade could be placed under OPCON of a division for a specified operation, such as an exploitation or pursuit. A division headquarters does not routinely have a command relationship with its supporting sustainment brigades. All sustainment brigade headquarters have identical organizations. (See ATP 4-93.)

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Chapter 4
Theater Army and Joint Force Intelligence Operations

ROLE OF THEATER ARMY INTELLIGENCE OPERATIONS

4-1. The Army Service component command of a combatant command is called a theater army. Theater army intelligence operations are continually conducted to provide information and intelligence used to support land forces across the range of military operations. Results from these operations are used in providing guidance on plans and policies. For the Army's corps, divisions, and BCTs, theater army intelligence operations provide information used in IPB, targeting, situational development, and protection, as well as providing indications and warnings. The Army contributes organizational elements and capabilities to joint force commanders to conduct unified action across the range of military operations. Theater army headquarters, with their command posts and their associated theater-enabling commands and functional brigades, can control Army or joint forces for smaller scale contingency operations. (See FM 3-93.)

THEATER ARMY INTELLIGENCE ORGANIZATIONS

4-2. The theater army intelligence cell is responsible for synchronizing and integrating Army intelligence operations throughout the combatant command's area of responsibility. The cell's staff elements either embed or coordinate with other command post cells to facilitate this synchronization. Specifically, the intelligence cell performs the following tasks: policy formulation, planning, programming, budgeting, management, force integration, evaluation, and oversight of all intelligence activities. It provides functional oversight of assigned or attached intelligence personnel and units. It manages theater army intelligence collection, production, dissemination, disclosure, and CI requirements. The cell coordinates for national intelligence support and executes intelligence engagement and theater security cooperation as required.

4-3. The intelligence cell in the theater army command post provides regionally focused intelligence support to Army and joint forces operating in the combatant command's area of responsibility. It is organized as a planning staff that assists the theater army commander in developing the plans required to support the combatant command's operations.

4-4. The intelligence cell depends on the theater MI brigade for intelligence collection, single-source analysis, and all-source intelligence to meet the theater army's intelligence needs. With augmentation, the intelligence cell can conduct operational intelligence collection and analysis to support theater army operations or operate in direct support of a corps or other subordinate headquarters.

4-5. The intelligence cell consists of the—

- Intelligence operations section.
- Intelligence control section.
- G-2X section.
- Intelligence support and foreign disclosure office.

INTELLIGENCE OPERATIONS SECTION

4-6. The intelligence operations section supervises the processing, reporting, and dissemination of combatant command and national intelligence to ensure the combatant commander's daily operational requirements are satisfied. The intelligence operations section coordinates for operations collection and analysis by theater army intelligence organizations. The section manages the theater army's PIRs, information requirements, and intelligence requirements. It establishes the theater MI brigade's collection, analysis, and production priorities and recommends the allocation of intelligence assets to satisfy theater army intelligence needs. The section evaluates theater MI brigade intelligence products and disseminates all-source intelligence to the theater army staff. It collaborates with the theater operations company and

regional operations company of the theater MI brigade for prioritization of analytic requirements as required. It works with the geospatial planning cell normally assigned or attached to the theater MI brigade to prioritize requests for geospatial data, information services, and terrain products for the theater army staff. The section exercises requirements validation authority on staff and subordinate force requests for information for theater army-, combatant command-, and national-level collection and production support. Upon validation, the section submits and tracks requests for requirements satisfaction. The section is the primary interface with the intelligence staff element in the current operations integration cell. The section manages, validates, approves, and disseminates the threat portion of the common operational picture to higher, lower, and adjacent commands and agencies. It advises the commander and subordinate units on the enemy, weather, and terrain.

INTELLIGENCE CONTROL SECTION

4-7. The intelligence control section develops and maintains intelligence input to theater army estimates, plans, and orders. It coordinates and integrates the intelligence security cooperation (military-to-military) mission. The section manages intelligence force management and operational needs statement issues. It develops the capstone intelligence policy and tactics, techniques, and procedures in coordination with the combatant command. The section coordinates and participates in intelligence support to exercises. It develops the theater intelligence plan in coordination with the combatant command and national agencies. The section acts as the theater army proponent for reconnaissance and surveillance. It provides input to the integrated priority list, reconnaissance and surveillance review, and the Joint Strategic Planning System. It reviews and recommends the task organizations and allocation of forces to support plans and orders.

G-2X SECTION

4-8. The G-2X section synchronizes and integrates national to tactical level CI and HUMINT assets in the combatant command area of responsibility for all operations. The G-2X is the primary advisor to the commander on the employment of all CI and HUMINT assets, including relevant laws, policies, and regulations affecting CI and HUMINT operations. The section directs, supervises, and coordinates the planning, collection, analysis, and dissemination of CI and HUMINT.

INTELLIGENCE SUPPORT AND FOREIGN DISCLOSURE OFFICE

4-9. The intelligence support and foreign disclosure office reviews and validates Army requirements for linguists, manages sensitive compartmented information and communications technology, and is responsible for managing the disclosure of classified information to foreign governments and international organizations. The section develops sensitive compartmented information procedures and controls, and it establishes and disestablishes all theater army sensitive compartmented information facilities. The section provides oversight to the special security office's use, dissemination, storage, and security of sensitive compartmented information materials, equipment, and systems. The section oversees the procedures for handling sanitized or decompartmentalized final version intelligence products prior to dissemination outside the sensitive compartmented information facilities or U.S. channels. The section oversees the management of any special access program.

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

4-10. The U.S. Army Intelligence and Security Command (INSCOM) is a direct reporting unit of Headquarters, Department of the Army under the staff supervision of the Army G-2. The director of the Army Staff has designated the Commanding General, INSCOM as assistant deputy chief of staff, G-2 for intelligence operations. This allows the Commanding General, INSCOM to enhance the Army G-2's ability to carry out efficient and effective CI and HUMINT programs Army-wide. The INSCOM mission is to—

- Conduct worldwide multidiscipline and all-source intelligence operations.
- Support offensive cyberspace operations.
- Conduct theater aerial ISR operations.
- Conduct knowledge management for the Army intelligence enterprise.

4-11. INSCOM also delivers advanced skills training, linguist support, specialized quick reaction capabilities and comprehensive intelligence-related logistics, contracting, communications, and other expertise in order to enable mission command in support of Army, joint, and multinational commands and the national intelligence community.

FOUNDRY

4-12. The Foundry program provides commanders with the means to achieve their priority intelligence training. The purpose of the Foundry Intelligence Training Program is to provide Soldiers with focused intelligence training to meet their commander's training and readiness requirements. Soldiers participating in the Foundry program receive training that builds on institutional, unit, and individual training; reflects the current and changing operating environment; and increases functional and regional expertise while developing and expanding contacts within the greater intelligence community. Additionally, the Foundry program develops and implements longer term sustainment training capabilities through home-station training sites. The Foundry portal links MI Soldiers, units, and commanders with Foundry training opportunities, resources, and guidance. The MI Foundry program training course descriptions, schedules, and standards are available on the portal for community-wide access. Access to the portal is gained through Army Knowledge Online and also through the U.S. Army Intelligence Center Intelligence Knowledge Network. (See AR 350-32 for more details.)

SUBORDINATE UNITS

4-13. There are two types of INSCOM subordinate units: functional commands and theater MI brigades.

Functional Commands

4-14. Functional commands have missions and capabilities focused on specific intelligence or operational disciplines. INSCOM functional commands provide access to the national intelligence community and can be leveraged to provide operational and training capabilities to meet Army and intelligence community requirements. They can also be leveraged to reinforce theater MI brigades or to meet combatant command requirements.

Theater Military Intelligence Brigades

4-15. INSCOM theater MI brigades operate under OPCON of the combatant commands' Army Service component commands, except in Korea, where U.S. Forces Korea has retained OPCON of the theater MI brigade at the joint force command level. The five INSCOM theater MI brigades are the 66th, 470th, 500th, 501st, and 513th. These brigades have multidiscipline intelligence capabilities.

4-16. Theater MI brigades serve as anchor points for deploying forces. As anchor points, they provide materiel and personnel support related to combatant command-specific operational environments. They also provide expertise on ISR posture, resources, and access to theater army-specific intelligence architectures and data.

4-17. Theater MI brigades provide regionally aligned analysis, products, and collection in support of theater army daily operations requirements and contingency operations. In particular, the theater army headquarters relies heavily on the theater MI brigade for the following:

- Language, geographic, cultural, socio-cultural, and targeting expertise.
- Threat characteristics, threat models, and threat templates.
- Intelligence reports and estimates.
- Fused intelligence products to support theater army planning requirements, including—
  - Maintenance of operation plans and concept plans.
  - Development of Army supporting plans to the combatant commander's theater campaign plan.

4-18. Theater MI brigades deploy scalable and tailorable intelligence capabilities to meet combatant command, Army Service component command and joint task force intelligence requirements. Deployed

theater MI brigade forces leverage secure communications networks to access theater MI brigade, higher echelon Army, joint, and intelligence community capabilities through intelligence reach. Although each one is organized differently, their organization may include—

- A multicomponent brigade headquarters that includes Regular Army and Army Reserve elements.
- An operations battalion, which serves as the theater army intelligence staff's analysis and control element. This battalion may also be task-organized into a theater ground intelligence center. The battalion may contain a theater operations company and two regional operations companies.
- A forward collection battalion, which may possess CI, HUMINT, and sometimes ground SIGINT capabilities.
- An aerial reconnaissance battalion or aerial exploitation battalion, which may be assigned either to the brigade or to INSCOM and attached to the brigade. (See TC 2-19.13.)
- A SIGINT battalion, which may be attached to the brigade for ADCON and operate under OPCON of the National Security Agency/Central Security Service.

OPERATING AS A JOINT TASK FORCE HEADQUARTERS

4-19. When a division or corps is designated to function as a joint task force headquarters, it requires significant augmentation to fulfill the associated tasks. An Army unit designated as a joint task force headquarters follows joint doctrine. (See JP 3-33.) The Army intelligence staff assumes the role of the joint force intelligence staff. (Joint doctrine calls this staff the intelligence directorate.) (See JP 2-01.)

4-20. The primary function of the Army intelligence staff when employed as a joint task force intelligence staff does not change; however, this function becomes more complex. The amount of available information often exceeds the staff's ability to manage, fully understand, and leverage it. There is a high demand for information from national leadership, the media, and higher headquarters. This demand has the potential to overwhelm the staff unless additional resources are allocated. There are also complex multinational and interagency considerations for the conduct of intelligence operations, the intelligence architecture, liaison, and intelligence sharing.

4-21. The primary tasks of the joint intelligence staff are the following:

- Tailor and distribute intelligence operations, if necessary implementing a federated structure across multiple echelons. When appropriate, the joint force intelligence staff must also place analysis assets in forward locations to better support lower echelon requirements.
- Ensure availability of intelligence and indications and warning.
- Prioritize collection and allocate analysis resources.
- Integrate threat assessments developed by the combatant command intelligence organization to provide the joint task force commander, staff, components, and subordinate units with the complete air, space, ground, maritime, and cyber threat situation.
- Facilitate an understanding of the operational environment.

4-22. The joint force intelligence staff uses the joint intelligence preparation of the operational environment process to analyze the relevant aspects of the environment, including the physical domains, the information environment, and political, military, economic, social, information, and infrastructure (PMESII) system and subsystems. (See JP 2-01.3.) This analysis allows the joint staff to develop a common operational picture and the joint force intelligence staff to provide other intelligence support products.

4-23. Joint ISR and Army information collection both share the purpose of synchronizing and integrating the planning and operation of sensors, assets, and PED systems in direct support of current and future operations. In both joint and Army doctrine, this activity is an integrated operations and intelligence function.

4-24. Army information collection doctrine expanded the joint doctrinal concept of ISR by better accounting for the role of ground reconnaissance and surveillance operations. (See FM 3-55.) Information collection activities are a synergistic whole, with emphasis on synchronization and integration of all components and systems. Commanders and staffs have vital responsibilities in information collection planning, preparation, and execution. Commanders' involvement is particularly important. The success of

information collection is measured by its contributions to the commander's understanding, visualization, and decisionmaking. (Table 4-1 depicts the comparison of the joint ISR and Army information collection.)

Table 4-1. Joint ISR and Army information collection responsibilities

Joint ISR		*Army*	
Task	***Responsibility***	***Task***	***Responsibility***
ISR concept of operations	J-2 and J-3	Annex L of the plan or order	G-2 and G-3 (S-2 and S-3)
Collection management • Collection requirements management • Collection operations management	J-2 (in coordination with the J-3)	Plan requirements and assess collection	G-2 (S-2)
		Task and direct collection	G-3 (S-3)
Execute collection	Units and organizations	Execute collection	Units and organizations

G-2 assistant chief of staff, intelligence
G-3 assistant chief of staff, operations
ISR intelligence, surveillance, and reconnaissance
J-2 intelligence directorate of a joint staff
J-3 operations directorate of a joint staff
S-2 battalion or brigade intelligence staff officer
S-3 battalion or brigade operations staff officer

4-25. The ISR concept of operations roughly corresponds to annex L (information collection) of an Army operation plan or order. The ISR concept of operations documents the synchronization, integration, and operation of ISR resources in support of current and future operations. It outlines the capability to task, collect, process, exploit, and disseminate accurate and timely information that provides the awareness necessary to successfully conduct operations. It addresses how all available ISR collection assets and associated PED infrastructure, including multinational and commercial assets, will be used to satisfy the joint force's anticipated collection tasks.

4-26. To facilitate the optimum utilization of all available ISR assets, an ISR concept of operations should be developed in conjunction with the command's planning effort. The ISR concept of operations should be based on the collection strategy, and ISR execution planning, and should be developed jointly by the joint force intelligence and operations staffs. The ISR concept of operations should also identify and discuss any ISR asset gaps and shortfalls relative to the joint force's validated PIRs and may be used as a vehicle for justifying a request for the allocation of additional ISR resources. It should also require a periodic evaluation of the capabilities and contributions of all available ISR assets relative to the joint force mission in order to maximize their efficient utilization and to ensure the timely release of allocated ISR resources when no longer needed by the joint force.

4-27. In the joint lexicon, collection management is a process with two subfunctions: collection requirements management and collection operations management.

4-28. Collection requirements management—

- Defines what intelligence systems must collect.
- Focuses on the requirements of the customer.
- Is all-source- (all intelligence discipline-) oriented and advocates (provides and supports) what information is necessary for collection.

4-29. Collection operations management—

- Specifies how to satisfy the requirement.
- Focuses on the selection of specific intelligence disciplines and systems within a discipline to collect information addressing the customer's requirement.
- Is conducted by organizations to determine which assets can best satisfy customers' product requests.

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Chapter 5
Intelligence Operations with Unified Action Partners

UNIFIED ACTION INTELLIGENCE CONCERNS

5-1. Every operation is different. So are the ways in which intelligence operations are conducted with unified action partners, especially multinational forces. There are many complex considerations when conducting interagency and multinational intelligence operations, to include intelligence sharing, the intelligence architecture, and liaison.

MULTINATIONAL OPERATIONS

5-2. Multinational operations are common, making multinational intelligence operations very important. (See FM 3-16.) National interests require the United States to act with other nations. In many situations, U.S. forces join with foreign forces to defeat common threats. The classification of U.S. intelligence may present a challenge in releasing information, but sharing as much information and intelligence as possible improves interoperability and trust within a multinational force. Commanders and staffs need to understand their own and other nations' policies on intelligence sharing. Early sharing of information during planning ensures that multinational forces operate effectively.

SHARING AND WRITE TO RELEASE

5-3. Because each multinational operation is unique, there are generally no fixed set of rules or policies for conducting intelligence operations as part of multinational operations. Commanders participating in a multinational operation develop the policy and procedures for that particular operation. In most multinational operations, commanders are required to share intelligence with foreign forces and to coordinate receiving intelligence from those forces. A multilevel security system that can easily facilitate sanitization and dissemination of information to U.S. and multinational commanders does not currently exist.

5-4. One technique to facilitate collaboration and intelligence sharing is to establish an information exchange cell. Another technique to share critical intelligence with multinational partners efficiently, U.S. intelligence information should be written for release at the lowest possible classification level (with the least dissemination restrictions) within foreign disclosure guidelines. When information relating to a particular source cannot be shared, the intelligence derived from that source should still be provided as long as the information itself does not potentially compromise the source. The U.S. director of intelligence must establish procedures for separating intelligence from sources and methods. Analysts must balance the accuracy and amount of information that is written for release with the security of classified material and then properly vet that intelligence through the foreign disclosure officer prior to dissemination. Intelligence production agencies often print highly classified reports in a format that separates compartmented information from intelligence that can be widely disseminated with what is referred to as a *tear line*. The U.S. joint and component intelligence staffs keep information above the tear line for U.S. forces while disseminating the intelligence below the tear line to multinational forces. Having intelligence production agencies use tear lines greatly facilitates intelligence sharing.

OTHER CONSIDERATIONS

5-5. Other general principles that help guide multinational intelligence operations are—

- **Maintain unity of effort.** Intelligence officers of each nation need to view the threat from multinational as well as national perspectives. A threat to one element of a multinational force must be considered a threat to all elements.
- **Make adjustments.** There will be differences in intelligence doctrine and procedures among multinational partners. Major differences may include how intelligence is provided to the commander or procedures for sharing information among intelligence agencies.
- **Plan early and plan concurrently.** This permits solutions to any differences to be developed and tried before operations begin. Ensure there are sufficient resources for liaison requirements to support multinational operations.
- **Perform complementary operations.** Partner intelligence operations must be complementary, and all intelligence resources must be available for application to the entire intelligence problem. The intelligence staff must be prepared to navigate different approval processes and political sensitivities when executing multinational intelligence operations.

5-6. The following are considerations for intelligence networks and architectures while operating with multinational forces:

- Establish a shared local area network using systems such as the Combined Enterprise Regional Information Exchange System (also called CENTRIX) or the battlefield information, collection, and exploitation system. Establish and enforce a standardized process for the intelligence sharing architecture, such as utilizing the cross-domain enterprise all-source user repository for cross-domain operations.
- Many nations provide their own national suite of analytical tools, digital mapping capabilities, collaboration software, and internal capabilities. DCGS-A is the primary intelligence component residing on the U.S.-only mission command network.
- Multinational intelligence analysis occurs on the multinational network of shared database servers, with its metadata catalog and releasable databases. These tools access and pull data from the multinational force shared databases and other nationally owned storage facilities.
- Standardize compatible formats in which information is converted or stored so that it is accessible and useable by multinational partners. However, ensure that information that does not require conversion is left in its original format in order to facilitate faster flow of information.
- Use the multinational intelligence center to coordinate multinational ISR and collection plans for each nation.
- Designate a single officer as the director of intelligence for the multinational force.
- Ensure each nation has a representative present at the multinational intelligence center.

5-7. Effective use of intelligence liaison personnel can establish strong relationships with multinational partners. Effective liaison can be instrumental in resolving the normal problems that result from language barriers and cultural and operational differences during multinational intelligence operations.

NATIONAL DISCLOSURE POLICY AND THE DISCLOSURE OF CLASSIFIED INFORMATION

5-8. The foreign disclosure office (FDO) may approve the disclosure of classified and controlled unclassified military information to foreign representatives. This is based on the policies, directives, and laws that govern national disclosure policy and the release of classified information. The FDO provides this service to the command and staff and to assigned, attached, and supporting agencies, allies, and other multinational partners. Each nation individually determines what collected information can be passed, in what format, and how that information is passed. The U.S. force intelligence staff enforces national disclosure policy and disclosure of classified information to multinational intelligence partners through the FDO. The FDO has staff proponency for this action.

5-9. Using the disclosure policy, pertinent laws, regulations and directives, the FDO adjudicates disclosure requests through the use of delegated disclosure authorities and sanitization guidelines. The FDO also advises the commander and staff on potential problems that may arise when current or future requirements to disclose are not supported by existing disclosure authorities. The FDO facilitates sharing relevant and pertinent intelligence about the situation and threat between the U.S. military and allies and other multinational partners consistent with disclosure policy and U.S. joint force guidance. The FDO pays special attention to intelligence classification and levels of access of multinational personnel. However, it avoids sharing information about intelligence sources and methods with allies and other multinational partners until approved by the appropriate national-level agency.

5-10. The U.S. joint force intelligence staff obtains the necessary foreign disclosure authorization for category 8 (Military Intelligence) information from the Defense Intelligence Agency and disclosure authority from the combatant command FDO as soon as possible. U.S. intelligence personnel should be knowledgeable of the specific foreign disclosure policy, procedures, and regulations for the operation. It is therefore imperative that the U.S. joint force intelligence staff considers adding extra FDO billets to the joint manning document. The efficient flow of intelligence is enhanced by personnel knowledgeable of foreign disclosure.

5-11. Intelligence support to protection of the force is critical. Every effort should be made to share any intelligence that could affect accomplishing the multinational force mission or protecting the force. A key consideration is the apportionment of trained foreign disclosure personnel within a theater of operations to facilitate the capability of sharing information and products with the multinational force. (See AR 380-10 for additional information on foreign disclosure.)

INTELLIGENCE OPERATIONS PLANNING AND COORDINATION IN MULTINATIONAL OPERATIONS

5-12. The multinational force intelligence staff plans and coordinates intelligence operations to support the multinational effort. The U.S. joint force staff provides intelligence and products to partners as authorized within the confines of the national disclosure policy and direction of the FDO. The multinational force intelligence staff uses the collection coordination and intelligence requirements management (CCIRM) process. (See AJP 2-0.) A CCIRM staff section executes the CCIRM process.

5-13. The CCIRM process describes those activities that result in the effective and efficient employment of intelligence collection and PED in order to satisfy intelligence requirements in support of operations. CCIRM consists of two major activities: intelligence requirements management and collection coordination. Intelligence requirements management equates to planning requirements and assessing collection in Army doctrine, and to collection requirements management in joint doctrine. Collection coordination equates to task and direct collection in Army doctrine and to collection operations management in joint doctrine. (See paragraphs 4-27 through 4-29.)

5-14. The CCIRM staff duties involve the following:

- Coordinating component-level collection requirements.
- Developing an electronic collection exploitation plan.
- Validating, prioritizing, and disseminating PIRs, specific information requirements, and requests for information received from subordinate elements and adjacent staffs respectively.
- Monitoring and ensuring collection requirements are identified in minimum time to satisfy requesters.

Note. Paragraphs 5-12 through 5-14 implement multinational doctrine contained in AJP 2-0.

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Chapter 6

Army Tactical Tasks for the Intelligence Warfighting Function

THE ARMY UNIVERSAL TASK LIST

6-1. The Army Universal Task List (also called the AUTL, FM 7-15) is a comprehensive, but not all-inclusive listing of Army tactical tasks, missions, and operations. Units and staffs perform these tasks, missions, and operations or capabilities at corps level and below. As a catalog, the Army Universal Task List captures doctrinal tasks. This appendix lists the Army tactical tasks associated with the intelligence warfighting function.

SUPPORT TO FORCE GENERATION

6-2. 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 communications 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

6-3. Intelligence readiness operations develop baseline knowledge of potential threats and other relevant aspects of the operational environment for multiple contingencies. 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 warnings.
- Conduct intelligence readiness operations.
- Conduct Foundry.

Perform Indications and Warnings

6-4. This task provides the commander with advance warning of threat actions or intentions. The intelligence staff develops indications and warnings to rapidly alert the commander of events or activities that would change the basic nature of the operation. Indications and warnings enable the commander to quickly reorient the force to unexpected contingencies and shape the operational environment.

Conduct Intelligence Readiness Operations

6-5. 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

6-6. 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 Army Reserve MI force. It also provides training to leaders who supervise MI missions and Soldiers who perform MI activities.

ESTABLISH AN INTELLIGENCE ARCHITECTURE

6-7. Establishing an intelligence architecture includes complex and technical issues that include the following: sensors, data flow, hardware, software, communications, communications security materials, network classification, technicians, database access, liaison officers, training, and funding. A well-defined and well-designed intelligence architecture can offset or mitigate structural, organizational, or personnel limitations. This architecture provides the best possible understanding of all relevant aspects of the operational environment. 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

6-8. Intelligence obtained through intelligence reach helps the staff plan and prepare for operations and answer CCIRs without the need for the information to pass through a formal hierarchy. 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 points of contact for the following:
  - Indications and warnings centers.
  - Production centers.
  - Combatant command joint intelligence and operations centers.
  - Defense Intelligence Agency, INSCOM, and their major subordinate commands, such as the National Ground Intelligence Center.
  - 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 greatly increases 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 requests for information. This technique can preclude unnecessary tasking or risk to limited information collection assets.

- Maintain continuous situational understanding and anticipate intelligence requirements. Use intelligence reach to answer 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.

Develop and Maintain Automated Intelligence Networks

6-9. 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 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

6-10. 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

6-11. 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

6-12. 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.

GENERATING INTELLIGENCE KNOWLEDGE

6-13. Generate intelligence knowledge is a continuous 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.

6-14. 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 products of the generate intelligence knowledge task are the initial data files and intelligence survey. 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.

Note. These tasks outline a basic approach to build and organize databases and data files. This approach does not preclude users from organizing databases and data files in another manner, such as by the operational or mission variables.

Develop the Foundation to Define Threat Characteristics

6-15. 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

6-16. 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 and jungle) and the military aspects of terrain.

Obtain Detailed Weather and Weather Effects Information and Intelligence

6-17. This task entails obtaining detailed information and intelligence regarding recent and historical weather trends, seasonal patterns, aspects of the weather, and weather zones, including obtaining operational climatology for long-range planning (several weeks to one year). This task includes obtaining information from sources about the weather's effects on friendly and threat 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 and identification of places, routes, and areas vulnerable to weather effects.

Obtain Detailed Civil Considerations Information and Intelligence

6-18. 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

6-19. 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 systems; 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 includes two tasks:

- Conduct area, regional, or country study.
- Conduct specified study.

Conduct Area, Regional, or Country Study

6-20. This task entails studying and providing mission-focused knowledge of the relevant aspects of the operational environment 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

6-21. This task entails studying and providing focused knowledge of the relevant aspects of the operational environment for a specified topic or requirement. Studies provide the requesting command or organization with detailed information, assessments, and conclusions on the topic or requirement. Studies should be as detailed and in-depth as time allows.

TAILOR THE INTELLIGENCE FORCE

6-22. The generating force uses mission analysis to focus the allocation of intelligence resources for use by a joint task force 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

6-23. *Situational understanding* is the product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decisionmaking (ADP 5-0). 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 intelligence preparation of the battlefield.
- Perform situation development.
- Provide intelligence support to protection.
- Provide tactical intelligence overwatch.
- Conduct police intelligence operations.
- Provide intelligence support to civil affairs operations.

PERFORM INTELLIGENCE PREPARATION OF THE BATTLEFIELD

6-24. *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 IPB, 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.)

Define the Operational Environment

6-25. Initially examine the AO, define the area of interest, identify other characteristics in the AO—such as the role of nongovernmental and intergovernmental organizations—that influence friendly and threat operations, and identify gaps in current intelligence holdings.

Note. The term *operational* in the title of this task does not refer to the operational level of war.

Describe Environmental Effects on Operations

6-26. This activity evaluates all aspects of the AO with which all forces involved—enemy, friendly, and neutral—must contend during the conduct of unified land operations. This includes the portions of the mission variables of enemy, terrain and weather, and civil considerations in the AO and the area of interest.

Evaluate the Threat

6-27. This activity analyzes current intelligence to determine how the threat normally organizes for combat and conducts operations. The evaluation includes each threat operating system as well as potential criminal organizations, factions, guerrillas, and insurgents. This step focuses on creating threat models and templates that depict how the threat operates when unconstrained by effects of the environment.

Determine Threat Courses of Action

6-28. This activity determines possible threat courses of action, describes threat courses of action, ranks courses of action in probable order of adoption, and at a minimum identifies the most probable and the most dangerous threat courses of action.

PERFORM SITUATION DEVELOPMENT

6-29. Situation development is a process for analyzing information and producing current intelligence concerning the relevant aspects of the operational environment 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 courses of action, 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

6-30. 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

6-31. 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.

CONDUCT POLICE INTELLIGENCE OPERATIONS

6-32. Police intelligence operations is a military police function, integrated within all military police 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 military police operations and upon analysis may contribute to CCIRs and to 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 for focusing policing activities to achieve social order. (See ATTP 3-39.20.)

6-33. 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.

6-34. The police intelligence operations function represents the military police capability to collect, analyze, and process relevant information from many sources generally associated with policing activities and military police operations. The police intelligence operations function is a continuous process used by military police to collect, analyze, and disseminate police information and police intelligence on infrastructure, systems, populations, and individuals gathered while conducting military police 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 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 operations process.

Note 1. The police intelligence operations function is not an intelligence discipline; it is a law enforcement function. However, it is within the critical intelligence task of support situational understanding that police intelligence operations best support the operations process and inform 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 common operational picture through collection, analysis, and appropriate dissemination of relevant criminal and police information, and police intelligence.

Note 2. The police intelligence operations function is a vital tool of law enforcement and criminal investigators that distributes and focuses military police and criminal investigation assets. And while police intelligence is not collected by or for members of the intelligence community, this intelligence could be relevant to a military intelligence mission. Remember that there are additional rules that apply when members of the military intelligence community collect, retain and disseminate U.S. persons information. Any access by the intelligence community to information or products resulting from police intelligence operations directed against U.S. persons should undergo competent legal review.

PROVIDE INTELLIGENCE SUPPORT TO CIVIL AFFAIRS OPERATIONS

6-35. MI organizations performing this task collect and provide information and intelligence products concerning civil considerations in support of civil affairs operations. (See FM 3-57.)

CONDUCT INFORMATION COLLECTION

6-36. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors, assets, as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). This integrates the intelligence and operations staff functions focused on answering the CCIRs. For joint operations, this is referred to as ISR. Information collection supports four tasks:

- Plan requirements and assess collection.
- Support site exploitation.
- Task and direct collection.
- Execute collection.

PLAN REQUIREMENTS AND ASSESS COLLECTION

6-37. The intelligence staff (in collaboration with the operations officer and the entire staff) receives and validates requirements for collection, prepares the planning requirements tools, recommends collection assets and capabilities to the operations staff, and maintains synchronization as operations progress.

6-38. This task ensures that information collection, intelligence reach, and requests for information 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. (See ATTP 2-01.) Planning requirements and assessing collection has four tasks:

- Requirements development.
- Planning requirements tools development.
- Assessing collection.
- Updating planning requirements tools.

Requirements Development

6-39. 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.

Planning Requirements Tools Development

6-40. The entire unit staff develops their information requirements and determines how best to satisfy them. The staff uses reconnaissance, surveillance, and MI collection assets to collect information. There are at least three planning requirements tools: the information collection matrix, collection synchronization matrix, and collection overlay. Planning requirements 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 task and direct collection to develop the information collection plan.

Assessing Collection

6-41. The commander and staff continuously evaluate the information collection plan based on the assessment of results from reconnaissance missions, surveillance tasks, intelligence operations, and security

operations. Collection assessment is particularly important during execution because situations change rapidly; evaluation identifies updates for information collection activities. Together, commanders and staffs determine if CCIRs have been satisfied or are still relevant:

- If CCIRs have been satisfied or are no longer relevant, they are eliminated from the information collection plan.
- If CCIRs have not been satisfied but are still relevant, the intelligence staff coordinates with the operations staff during the operations and intelligence working group for additional assets and/or recommends adjustments to the current coverage.

Updating Requirements Planning Tools

6-42. During this task, the intelligence staff accomplishes the following:

- Receives inputs from the commander and other staff sections.
- Eliminates satisfied requirements.
- Develops and adds new requirements.
- Transitions to the next operation.

SUPPORT SITE EXPLOITATION

6-43. Site exploitation consists of a related series of activities inside a captured 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 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 threat weapons 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 site begins at the site itself, full exploitation may involve teams of experts located worldwide. (See ATTP 3-90.15.)

TASK AND DIRECT COLLECTION

6-44. The operations officer (based on recommendations from the staff) tasks, directs, and when necessary retasks the information collection assets.

6-45. The operations officer synchronizes the information collection efforts of the entire staff across all warfighting functions. Specific information requirements facilitate tasking by matching requirements to assets. Task and direct collection is vital in controlling limited information collection assets. During task and direct collection, 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 planning requirements and assessing collection and task and direct collection is an effort focused on answering the commander's requirements. Task and direct collection includes three tasks:

- Develop the information collection plan.
- Execute, evaluate, and update the information collection plan.
- Provide intelligence support to personnel recovery.

Develop the Information Collection Plan

6-46. The operations officer develops the information collection plan. This plan reflects an integrated collection strategy and an 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 information collection tasks and requests for information from subordinate and adjacent units and from higher headquarters. The information collection 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 Information Collection Plan

6-47. This task includes updating reconnaissance, surveillance, and intelligence operations through dynamic retasking and periodic updates of the information collection plan. The operations officer updates the information collection plan based on information received from the intelligence officer. The operations officer integrates and manages the information collection effort through an integrated staff process and procedures. As 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 information collection plan. The intelligence and operations officers work closely with all staff elements to ensure the unit's organic, assigned, attached, and OPCON collectors receive appropriate taskings.

Provide Intelligence Support to Personnel Recovery

6-48. 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.)

EXECUTE COLLECTION

6-49. Executing collection focuses on requirements tied to the execution of tactical missions (such as reconnaissance, surveillance, security, and intelligence operations) based on the CCIRs. Collection activities acquire information about the adversary and the AO, and provide that information to intelligence processing and exploitation elements. Typically collection activities begin soon after receipt of the mission and continue throughout preparation and execution of the operation. They do not cease at conclusion of the mission but continue as required. This allows the commander to focus combat power, execute current operations, and prepare for future operations simultaneously. Execute collection includes three tasks:

- Establish technical channels and provide guidance.
- Collect and report information.
- Establish a mission intelligence briefing and debriefing program.

Establish Technical Channels and Provide Guidance

6-50. 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 information collection tasks into the specific parameters used to focus highly technical or legally sensitive aspects of the information collection effort. Technical channels include but are not limited to defining, managing, or guiding the use of specific information collection 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.

Collect and Report Information

6-51. This task involves collecting and reporting information in response to collection tasks. Collection assets collect information and data about the relevant aspects of the operational environment for a particular area of interest. A successful information collection effort results in the timely collection and reporting of combat information and of relevant and accurate information that supports the production of intelligence.

Establish a Mission Intelligence Briefing and Debriefing Program

6-52. 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.

6-53. The intelligence staff 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 specific information requirements the patrol was to collect and any additional information and observations the patrol made concerning the operational environment. It also collects any documents or media the patrol found or obtained. Within this task are two tasks:

- Establish a mission intelligence briefing plan.
- Establish a debriefing plan.

Establish a Mission Intelligence Briefing Plan

6-54. The intelligence staff 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 specific information requirements, 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

6-55. The intelligence staff develops a complementary debriefing plan. The debriefing plan captures information related to the specific information requirements the patrol collected against and any additional information and observations the patrol made concerning the operational environment. It also collects any documents and media the patrol found or obtained. The plan should include all returning patrols, leaders who have traveled to meetings, returning 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 staff following each mission should be a part of the mission intelligence briefing. Leaders should not consider the mission complete and release personnel until the debriefings and reporting are completed.

SUPPORT TO TARGETING AND INFORMATION CAPABILITIES

6-56. Intelligence support to targeting and information capabilities 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, public affairs activities, cyber electromagnetic activities, military information support operations, information protection, operations security, and military deception, as well as assessing the effects of those operations. Within this task are three tasks:

- Provide intelligence support to targeting.
- Provide intelligence support to mission command.
- Provide intelligence support to combat assessment.

PROVIDE INTELLIGENCE SUPPORT TO TARGETING

6-57. The intelligence officer (supported by the entire staff) provides the fire support coordinator, public affairs officer, electronic warfare officer, psychological operations officer, and other staff officers with information and intelligence for targeting the threat's forces and systems with lethal and nonlethal weapons and

for supporting the information-related activities. (See JP 3-60, FM 3-13, FM 3-36, and FM 3-60.) The information and intelligence include identification of threat capabilities and limitations. The targeting process uses the decide, detect, deliver, assess methodology. The intelligence officer supports targeting by providing accurate, current intelligence and information to the staff and ensures the information collection plan supports the finalized targeting plan. Provide intelligence support to targeting includes two tasks:

- Provide intelligence support to target development.
- Provide intelligence support to target detection.

Provide Intelligence Support to Target Development

6-58. Target development is the systematic analysis of threat forces and operations to determine high-value targets (people, organizations, or military units the threat commander requires for successful completion of the mission), high-payoff targets (people, organizations, or military units whose loss to the enemy contributes significantly to the success of the friendly course of action), and systems and system components for potential engagement through maneuver, fires, military information support operations, cyber electromagnetic activities, or other operations.

Provide Intelligence Support to Target Detection

6-59. The intelligence staff establishes procedures for disseminating targeting information. The targeting working group develops the sensor and attack guidance matrix to determine the sensors required to detect and locate targets. The intelligence staff incorporates these requirements into the planning requirements tools for later incorporation into the information collection plan.

PROVIDE INTELLIGENCE SUPPORT TO MISSION COMMAND

6-60. Intelligence support provides the commander information and intelligence support for targeting and information-related activities through nonlethal actions. It includes intelligence support to the planning, preparation, and execution of public affairs, cyber electromagnetic activities, military information support operations, information protection, operations security, 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 seven tasks:

- Provide intelligence support to public affairs.
- Provide intelligence support to cyber electromagnetic activities.
- Provide intelligence support to military information support operations.
- Provide intelligence support to information protection.
- Provide intelligence support to operations security.
- Provide intelligence support to military deception.
- Provide intelligence support to civil affairs.

Provide Intelligence Support to Public Affairs

6-61. This task entails MI organizations collecting and providing information and intelligence products concerning civil considerations in the AO to support public affairs activities. (See FM 3-61.1.)

Provide Intelligence Support to Cyber Electromagnetic Activities

6-62. *Cyber electromagnetic activities* are activities leveraged to seize, retain, and exploit an advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum, while simultaneously denying and degrading adversary and enemy use of the same and protecting the mission command system (ADRP 3-0).

Provide Intelligence Support to Military Information Support Operations

6-63. Military information support operations (formerly psychological operations) requires information and intelligence (expressed in terms of the operational or mission variables) to support analysis of foreign

target audiences and their environment. (See FM 3-53.) Continuous and timely intelligence is required to assess target audience behavioral trends. Information and intelligence focus on the following:

- Target audience's motivation and behavior.
- Indicators of success or lack of success (measures of effectiveness).
- Target audience's reaction to friendly, hostile, and neutral force actions.

Provide Intelligence Support to Information Protection

6-64. The intelligence warfighting function supports information protection by providing information to identify threat cyber electromagnetic capabilities, activities, and tactics, techniques, and procedures. Intelligence provides information relating to computer network defense, physical security, operations security, counterdeception, and counterpropaganda.

Provide Intelligence Support to Operations Security

6-65. 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 in time to use against friendly forces. (See JP 3-13.3 and ADRP 3-37.)

Provide Intelligence Support to Military Deception

6-66. This task identifies capabilities and limitations of the threat's intelligence collecting capabilities, systems, and means. This task also identifies threat biases and perceptions. (See JP 3-13.4.)

Provide Intelligence Support to Civil Affairs

6-67. MI organizations performing this task collect and provide information and intelligence products concerning civil considerations in support of civil affairs operations. (See FM 3-57.)

PROVIDE INTELLIGENCE SUPPORT TO COMBAT ASSESSMENT

6-68. Intelligence supports the assessment activity of the operations and targeting processes. (See ADRP 5-0 and FM 3-60.) 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, changes in threat or enemy behavior, and target system assessments. This task includes two tasks:

- Conduct physical damage assessment.
- Conduct functional damage assessment.

Conduct Physical Damage Assessment

6-69. 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

6-70. 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.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADCON	administrative control
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AFDD	Air Force doctrine document
AJP	allied joint publication
AO	area of operations
AR	Army regulation
ATP	Army techniques publication
ATTP	Army tactics, techiques, and procedures
BCT	brigade combat team
CCIR	commander's critical information requirement
CCIRM	collection coordination and intelligence requirements management
CI	counterintelligence
COIST	company intelligence support team
DA	Department of the Army
DCGS-A	distributed common ground system–Army
DHE-M	Defense Human Intelligence Enterprise manual
DOD	Department of Defense
DODD	Department of Defense directive
E-MIB	expeditionary military intelligence brigade
F3EAD	find, fix, finish, exploit, analyze, and disseminate
FDO	foreign disclosure office
FM	field manual
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-5	assistant chief of staff, plans
G-6	assistant chief of staff, signal
GEOINT	geospatial intelligence
HUMINT	human intelligence
IIR	intelligence information report
INSCOM	Intelligence and Security Command
IPB	intelligence preparation of the battlefield

ISR	intelligence, surveillance, and reconnaissance
JWICS	Joint Worldwide Intelligence Communications System
LLVI	low-level voice intercept
MASINT	measurement and signature intelligence
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations (mission variables)
MI	military intelligence
MOS	military occupational specialty
NIPRNET	Nonsecure Internet Protocol Router Network
OPCON	operational control
OSINT	open-source intelligence
PED	processing, exploitation, and dissemination
PIR	priority intelligence requirement
S-1	battalion or brigade manpower and personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer
S-6	battalion or brigade signal staff officer
SIGINT	signals intelligence
SIPRNET	SECRET Internet Protocol Router Network
SOF	special operations forces
SOP	standard operating procedure
SPIRIT	special purpose intelligence remote terminal
TACON	tactical control
TC	training circular
TECHINT	technical intelligence
TIIR	tactical intelligence information report
TUAS	tactical unmanned aircraft system
UAS	unmanned aircraft system
U.S.	United States

SECTION II – TERMS

all-source intelligence

(Army) The integration of intelligence and information from all relevant sources in order to analyze situations or conditions that impact operations. (ADRP 2-0)

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (ADRP 1-02)

combat information

(joint) 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 2-01)

geospatial intelligence

(joint) 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)

human intelligence

(Army) 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. (FM 2-22.3)

information collection

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. (FM 3-55)

intelligence operations

(Army) The tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements. (ADRP 2-0)

intelligence, surveillance, and reconnaissance

(joint) An activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. (JP 2-01)

planning requirements and assessing collection

The task that analyzes requirements, evaluates available assets (internal and external), recommends to the operations staff taskings for information collection assets, submits requests for information for adjacent and higher collection support, and conducts an assessment of the effectiveness of the information collection plan. (ATTP 2-01)

reconnaissance

(joint) 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)

security operations

Those operations undertaken by a commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. (ADRP 3-90)

signals intelligence

(joint) (1) A category of intelligence comprising either individually or in combination all communications intelligence, electronic intelligence, and foreign instrumentation signals intelligence, however transmitted. (2) Intelligence derived from communications, electronic, and foreign instrumentation signals. (JP 2-0)

surveillance

(joint) The systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (JP 3-0)

technical channels

Technical channels provide commanders with the means to rapidly employ or modify functional capabilities for mission requirements. It enables the timely implementation of techniques, procedures, standards, configurations, and designs in support of operations at all levels. Technical channels neither

constitutes nor bypasses command authority, but serves as the mechanism for ensuring the execution of clearly delineated technical tasks, functions, and capabilities to meet the dynamic requirements of full spectrum operations. The orders process will delineate the appropriate authorities required to implement functional capabilities from Army down to the lowest echelons of command through the use of technical channels. (FM 6-02.71)

threat

Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland. (ADRP 3-0)

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Index

Entries are by paragraph number.

Entries are by paragraph number.

Entries are by paragraph number.

J–K–L

M–N–O

Entries are by paragraph number.

Entries are by paragraph number.

T

U–V

W–X–Y–Z

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FM 2-0
15 April 2014

By order of the Secretary of the Army:

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General, United States Army
Chief of Staff

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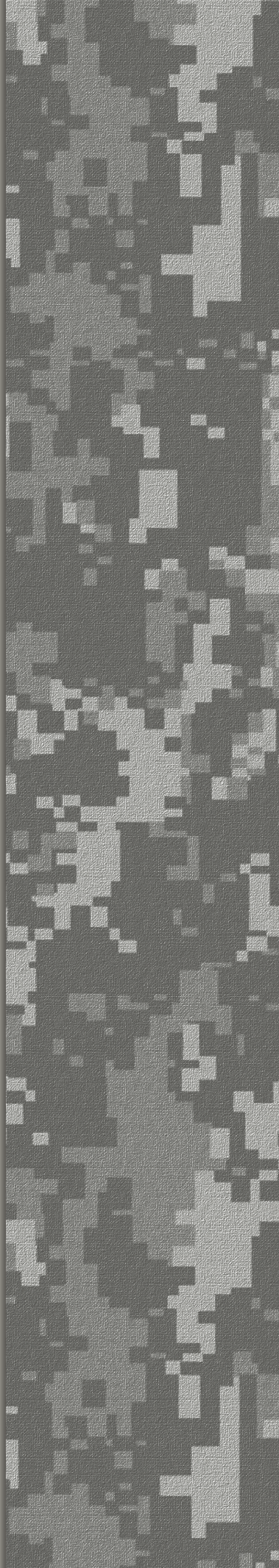

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