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PREFACE

As a combat commander, you need timely and accurate intelligence and information to plan and execute operations across the continuum of operations to ensure mission accomplishment while minimizing risk.

To meet this need, you must understand what your Intelligence Battlefield Operating System (BOS) can do for you and what you must do to focus it on your specific requirements and to integrate it with your other BOSS to fight and win.

This field manual (FM) meets this need. It expands on doctrine in FM 34-1, Intelligence and Electronic Warfare Operations, and FM 100-5, Operations; reflects current Army intelligence and electronic warfare (IEW) capabilities; and projects future capabilities based on systems to be fielded between now and 1997.

This manual addresses the operational tenets of the IEW BOS. It describes the seamless IEW system of systems, as well as specific capabilities of the IEW structure at each echelon, how the organizations operate and interoperate, and your role in the process.

This handbook is written primarily for maneuver commanders at echelons corps and below. However, it should also be useful to principal staff officers and combat support and combat service support commanders.

Unless this publication states otherwise, masculine nouns and pronouns do not refer execusively to men. Throughout the manual "you" refers to you, the combat commander. Throughout this manual "S2" refers to both G2 and S2.

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This manual dots not implement any International Standardization Agreements (STANAGs). It complies with all applicable STANAGs and Quadripartite Standardization Agreements.

ACKNOWLEDGEMENTS

THE INTELLIGENCE COMMANDMENTS
FOR COMMANDERS

- To defeat the enemy, you must tell your intelligence officer what you must know and when you must know it.

- You must tell your operations officer that every plan must be coordinated with the intelligence officer.

- You must know what intelligence systems are available to support you and what their capabilities are.

- You and your staff must participate in the IPB process. Do not let your intelligence officer do IPB by himself.

- You must decide who is responsible for controlling your reconnaissance and counterreconnaissance effort and assign them the assets and mission.

MG William W. Hartzog
Commander
1st Infantry Division (Mech)
 Fort Riley

CHAPTER 1

THE INTELLIGENCE CHALLENGE FOR COMMANDERS:
Why You Need This Handbook

Units win battles, campaigns, and wars by generating combat power at decisive times and places. Intelligence predicts and then verifies when and where those decisive points will be. It also provides insight on how much combat power you'll need to use to win. Intelligence is your decision tool that focuses and leverages your combat power. To accomplish this, you must understand—

- The capabilities and limitations of the Intelligence BOS.

- How intelligence is synchronized with other BOSS.

- The intelligence system of systems architecture.

- Your role in focusing and prioritizing the Intelligence BOS.

Purpose of this Handbook

This handbook will help you understand the Intelligence BOS and your role in directing the IEW effort to meet your mission requirements. You will never have a perfect picture of the battlefield; however, the more you know about the intelligence system and how to focus it, the better your picture will be.

THE ARMY INTELLIGENCE MISSION

The Intelligence BOS provides timely, relevant, and accurate IEW support to tactical, operational, and strategic commanders across the operational continuum and the threat spectrum. It reduces uncertainty and risk to U.S. Forces and permits effective application of combat power.

THE SIX INTELLIGENCE FUNCTIONS

(INTELLIGENCE MISSION ESSENTIAL TASK LIST (METL))

- **Indications and Warning (I&W) gives** you as much early warning of hostilities as possible.

- **Intelligence Preparation of the Battlefield (IPB)** integrates the environment with the enemy's fighting doctrine. It reveals his capabilities and vulnerabilities and allows you to systematically predict his actions. It also helps you understand the battlefield and synchronize all your BOSS for maximum effect.

- **Situation Development** confirms or denies enemy courses of action

(COAs) predicted in the IPB. This enables you to make timely decisions.

- **Target Development and Target Acquisition** identify high value targets (HVTs) and high payoff targets (HPTs) that support your concept of the operation. Then they detect and locate those targets with sufficient accuracy for attacks by fire, maneuver, and electronic means.

- **Battle Damage Assessment (BDA)** gives you a continual assessment of enemy strength and your operations' effect on the enemy.

- **Force Protection** identifies those elements of your force most important to an enemy force and those most vulnerable to detection and attack by enemy operations. It also limits the enemy's opportunities to engage friendly forces, and enables you to achieve maximum surprise on the battlefield.

You may have to prioritize these functions based on resources and time constraints. For instance, the intelligence collection assets required to support your situation development and targeting requirements are the same which support any BDA requirements you establish. Your G2 or S2 has to be a very smart collection manager to accomplish this. If you need something quickly, it will usually be at the expense of another requirement.

INTELLIGENCE TENETS—HOW BEST TO EXECUTE THE METL

- **Intelligence is for the commander.** It's valuable only if it satisfies your planning and warfighting requirements in a timely manner. You are both the director and the recipient of intelligence. Your intelligence officer's goal is to provide you the intelligence, targets, and BDA you need when you need them.

- **The commander focuses the intelligence effort** by stating his priority intelligence requirements (PIRs), targeting priorities and priorities for other types of intelligence support, such as force protection and BDA. You will never have enough intelligence assets to perform all six intelligence functions concurrently. So you need to identify when you must have specific intelligence and when specific targets must be detected and attacked to support your concept of the operation. By articulating your priorities, you focus and synchronize collection assets on your specific needs and also prioritize the intelligence processing and dissemination efforts.

- **Understand the battlefield.** Intelligence predictions and analysis must be grounded in tactical and operational expertise and common sense.

Your intelligence officer must understand your intent and concept of the operation, and the reaction it will most likely evoke from the enemy force. With this understanding, he can anticipate enemy action and reaction, and use his finite collection resources to confirm them.

- **IPB drives all wafighting operations.** The G2 and S2 must assess multiple enemy COAs and prioritize them in order of likelihood of occurrence. IPB also gives you and the "2" a systematic way to confirm the intelligence estimate or determine which alternative COA the enemy has taken. The set of enemy COAs developed in the IPB process allows you and your staff to anticipate and preempt the enemy on the battlefield.

- **The G2 and S2 always manage, direct and coordinate your intelligence effort.** Your MI unit commander responds to the G2's or S2's intelligence taskings.

- **The maneuver commander task organizes and requests intelligence assets to best support each mission, enemy, terrain, troops, and time available (METT-T) situation.** Habitual relationships are used where possible, but command relationships and standard tactical missions for MI units are dictated by a METT-T analysis. Intelligence assets are never kept in reserve.

- **Only the parent unit's commander or staff tasks intelligence assets.** All other units (both higher and lower) must request support on a non-interference basis.

- **Intelligence operates as a "seamless system of intelligence systems."** No echelon has all the intelligence assets it needs to satisfy all the requirements of its commander. Consequently, higher echelons must focus downward and push intelligence to lower echelons, while lower echelons must be able to pull or request specific intelligence information from higher echelons. This system is seamless because there are no echelon barriers to this flow. Your G2 or S2 must know how to orchestrate this system of systems to satisfy your requirements.

CHARACTERISTICS OF EFFECTIVE INTELLIGENCE

- **Relevance:** Do the intelligence products pertain to your mission and support your concept of the operation?

- **Usability:** Are the intelligence products in a format you can easily use? Can they pass the "so what?" test? Do they clearly tell you their significance to your concept of the operation?

- **Timeliness:** Are you getting the intelligence, targets, electronic warfare (EW) support, and BDA when you ask for them?

- **Accuracy:** Are the intelligence products and targets correct? Are targets given with locations sufficiently accurate to attack them?

- **Completeness:** Are you getting the whole story or are the portions that are known versus those that are analytical estimates made clear to you?

- Objectivity: Is the intelligence unbiased, undistorted, and free from political influence or constraint?

- **Predictive:** Do the intelligence estimates of enemy capabilities give a set of possible enemy COAs which are prioritized in order of likelihood of occurrence?

KEY PLAYERS IN THE INTELLIGENCE EFFORT

You are the primary player and owner of your unit's intelligence effort.

Commanders must focus intelligence. They must decide what they need to know for the operation to succeed. This includes establishing clear priorities for intelligence and targets. My goal was to limit my questions to sir.

—Frederick M. Franks , Jr.
General, U.S. Army
Commander, Training and Doctrine Command

Your "2" coordinates with you, your "3", and your fire support officer (FSO) to identify your intelligence and targeting requirements. He then:

- Verifies these requirements through IPB and staff wargaming.

- Develops a collection or Reconnaissance and Surveillance (R&S) plan to satisfy those requirements.

- Converts, through analysis, collected information into intelligence and targets. He then disseminates these to you and others when they're needed.

Your MI unit commander is tasked to satisfy many of your unit's intelligence requirements. However, he will not be able to satisfy all your requirements. Your "2" must be able to elicit support from other echelons in the intelligence systems of systems to ensure you are fully supported.

ORGANIZATION OF THIS HANDBOOK

Chapter 2 describes your role in the fundamental intelligence process for planning and executing battles. This description is keyed to the command estimate process.

Chapters 3 and 4 discuss key organizations and functions of S2/G2 staffs and MI unit capabilities.

Appendix A describes how to focus PIRs.

Appendix B provides a more detailed description of specific intelligence collection assets.

Appendix C contains tips on how to train your unit's Intelligence BOS.

Appendix D contains an annotated reference of field manuals **with** more detailed information on the Intelligence BOS.

> *If you know the enemy and know yourself you*
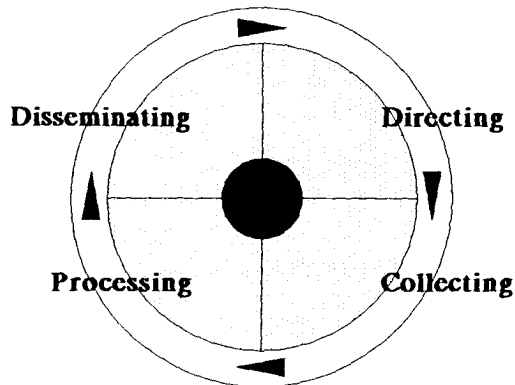> *need not fear the result of a hundred battles.*
>
> Sun-Tzu

CHAPTER 2

INTELLIGENCE AND THE COMMAND ESTIMATE PROCESS

By the word "information" we denote all the knowledge which we have of the enemy and his country, therefore, it is in part the foundation of all our ideas and actions.

Clausewitz

The Intelligence Cycle

The Intelligence Cycle is the process by which information is converted into intelligence. It has four phases: **Directing, collecting, processing,** and **disseminating. Directing** determines what intelligence is required and who should collect it. **Collecting** obtains combat information, intelligence, and targets by tasked organizations. **Processing** converts combat information into intelligence and targets through analysis, and determines how it fits into the situation. **Disseminating** passes the intelligence and targets to users when they need them.

The process described in this chapter shows how a unit plans and executes the intelligence effort to support an operation. The Command Estimate Process is used to show how the Intelligence BOS helps synchronize other BOSS. This example shows the intelligence process applied to a brigade, but the same fundamental process is applied at every echelon.

MISSION IS RECEIVED
Intelligence Cycle Phase Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• Begin the IPB process.	CHECK - Do you and your staff have the same perception of the upcoming fight?
• You, the S3, the S2, and other key personnel discuss your common understanding of the battlefield. (See Figure 2-1, Common Understanding).	
• You and the S2 determine the extent of the area of interest (AI).	
• Identify all enemy units that you might engage.	CHECK - Does the S2 know all that you know about the enemy situation?
• The S2 identifies gaps in knowledge.	
• You identify which uncertainties must be solved for this mission.	
• Give the S2 your initial guidance for intelligence. (Focus his IPB effort.) Usually, you have the S2 focus on analyzing COAs and reinforcements available to the enemy commander you're about to face.	CHECK - Does the S2 understand your initial guidance?

FACTS AND ASSUMPTIONS
Intelligence Cycle Phase: Directing

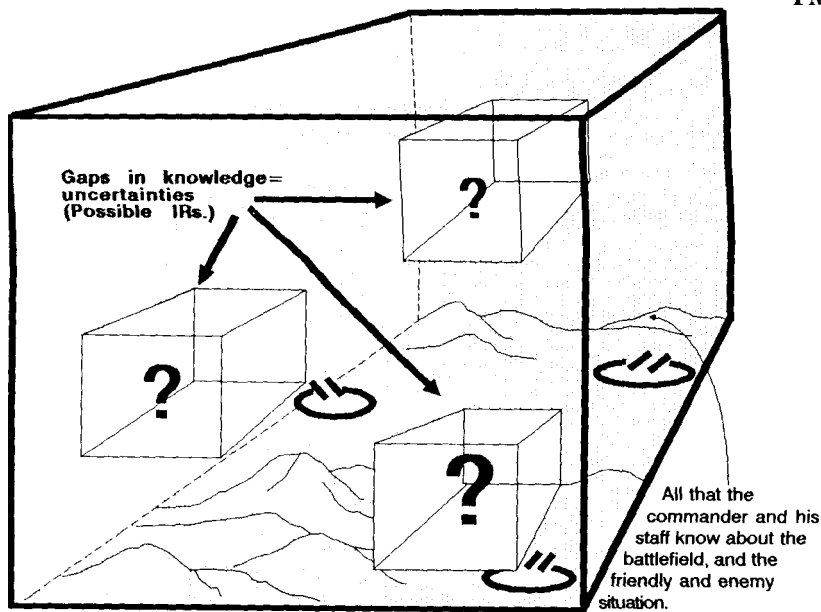|	
• The S2 continues IPB to produce the intelligence estimate:	CHECK - Did the S2 discuss the kinds of operations the area of operations (AO)wiIl support?

Figure 2-1.   The Common Understanding of the Battlefield.

FACTS AND ASSUMPTIONS (continued)

Intelligence Cycle Phase Directing

Commander's Interaction with the Intelligence Cycle	**Commander's Checklist**
o The S2 analyzes the environmental effects on enemy COAs.	CHECK - Did the S2 cover what is known about the enemy YOU will face?
° The S2 researches the known enemy situation and how he normally fights in similar situations (situation map, doctrinal templates).	
° The S2 generates situation templates for each of the enemy's COAs. He does this by integrating the IPB products. (See Figure 2-2, IPB.)	CHECK - Did the S2 focus the IPB per your guidance?

**ENEMY SOP
FOR FIGHTING**
(Doctrinal template)

ENVIRONMENT
(Weather, terrain,
population, etc.)

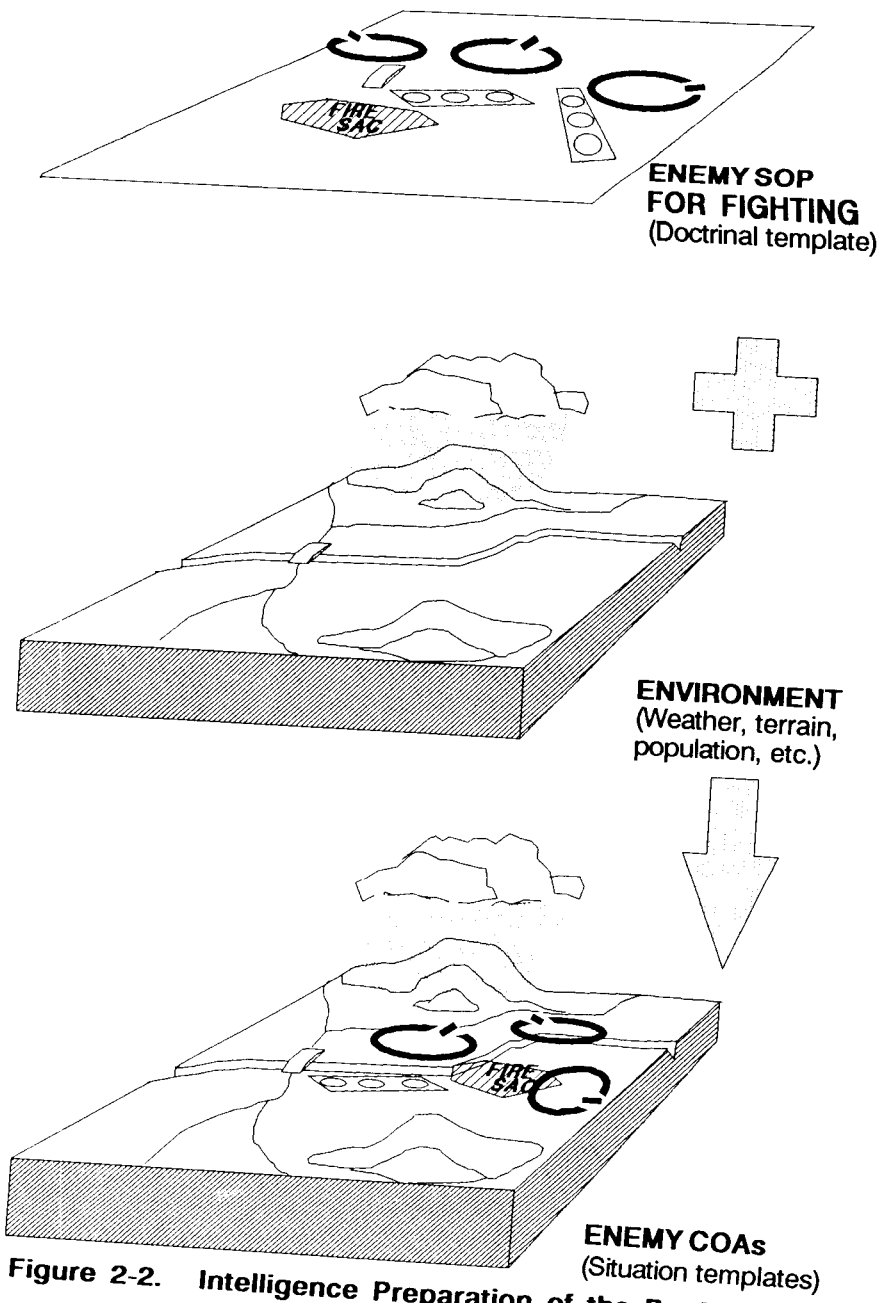**ENEMY COAs**
(Situation templates)

Figure 2-2. Intelligence Preparation of the Battlefield.

FACTS AND ASSUMPTIONS (continued)
Intelligence Cycle Phase Directing

Commander's Interaction with the Intelligence Cycle	Commanders Checklist
• The S2 prepares most of the intelligence estimate at this point.	CHECK: - Do the situation templates **make sense** given the enemy's situation and your knowledge of his tactics? - Did the S2 prioritize the enemy COAs logically (most likely, most dangerous, least likely)? - Ask yourself, 'If I were the enemy S3/G3 for that mission, which COAs would I present to my commander?"

ANALYSIS OF HIGHER MISSION AND INTENT
Intelligence Cycle Phase Directing

• The S2 helps the rest of the staff conduct mission analysis. The S2 should analyze tasks from the enemy's perspective.	
• Except for paragraphs 5a (Effects of Intelligence on Friendly COAs) and 5b (Effects of Area of Operations on Friendly COAs), the S2 should brief the intelligence estimate before the S3/XO briefs the mission analysis. Paragraphs 5a and 5b	CHECK - Did the S2 brief the status of the unit's collection assets?

ANALYSIS OF HIGHER MISSION AND INTENT (continued)
Intelligence Cycle Phase: Directing

Commander's
Interaction with the Intelligence Cycle

Commander's
Checklist

require S3-developed friendly COAs
and the S2 briefs these later as part
of the staff recommendation.

COMMANDERS GUIDANCE
Intelligence Cycle Phase: Directing

• In addition to other planning
  guidance, give the S2 instructions
  about aspects of the enemy that
  you're most concerned about.
  Provide your guidance on intel-
  ligence collection and target acquisi-
  tion in terms of enemy, weather, and
  terrain. The S2 should make sure
  your concerns are adequately ad-
  dressed in developing and analyzing
  friendly COAs.

• Be sure to emphasize to the S2 how
  you intend to employ your assets so
  the S2 can anticipate the support
  you expect. For example, if you plan
  to use cross-FLOT aviation opera-
  tions, the S2 should anticipate sup-
  port to Suppression of Enemy Air
  Defense (SEAD).

COA DEVELOPMENT
Intelligence Cycle Phase Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• The S2 helps develop friendly COAs. He analyzes COAs from the enemy's perspective and ensures that each friendly COA is valid against all enemy COAs in terms of force ratios, tactics, and common sense.	CHECK - Is each friendly COA valid against each enemy COA?
• **The S2** refines initial IPB:	
° **The S2** develops named areas of interest (NAIs), event templates, and event analysis matrices to confirm or deny each enemy COA. The event template shows how to quickly confirm or deny the situation templates. It will become the basis for the collection or reconnaissance and surveillance (R&S) plan.	CHECK - Is the S2 developing indicators for each NAI?
° The S2 identifies enemy high value targets (HVTs) for each enemy COA.	

COA ANALYSIS (Wargaming)
Intelligence Cycle Phase Directing

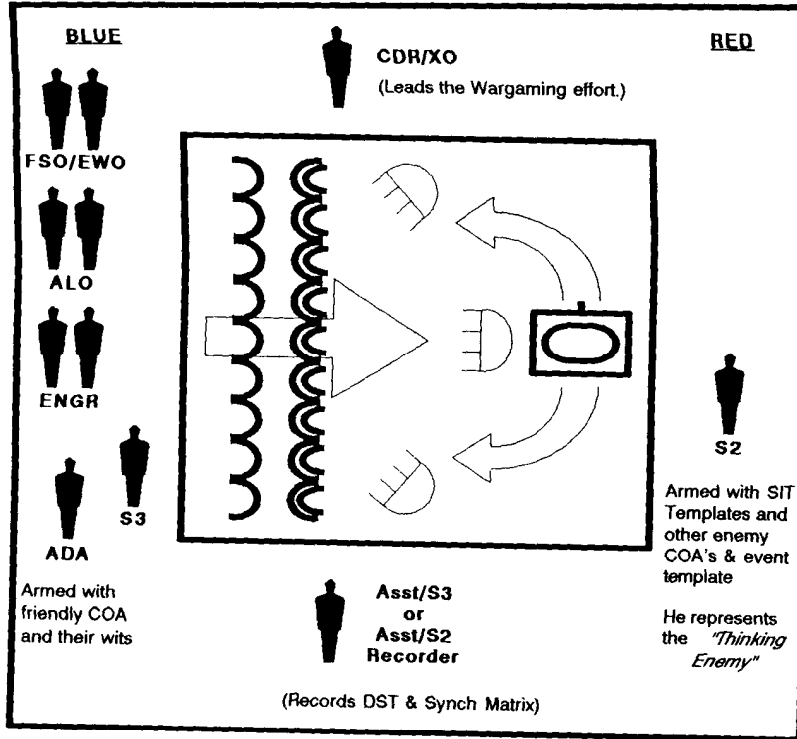|	
• The S2 role-plays the enemy commander during wargaming. The S2 makes sure the staff fully addresses friendly responses for each enemy COA by trying to "win" the wargame	CHECK - Has the S2 logically presented probable enemy reactions to friendly maneuver and targeting?

Figure **2-3.** Wargaming.

COA ANALYSIS **(Wargaming)** (continued)
Intelligence Cycle Phase: Directing

Commander's **Interaction with the Intelligence Cycle**	Commander's **Checklist**
for the enemy. Each response is tied to an enemy action. The friendly action will be translated to an "ON ORDER" or "BE PREPARED" task in the operation order (OPORD) or fragmentary order (FRAGO). (See Figure 2-3, Wargaming.)	

COA ANALYSIS (Wargaming)(continued)
Intelligence Cycle Phase: Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• As the unit's collection manager, the S2 wargames the R&S plan to make sure tasked collection assets are available to report activity in the designated NAIs.	CHECK - Do you agree with the assets tasked by the S2? Do you or your S3 have conflicting requirements for your scouts or cavalry which will preclude the S2 from properly executing his R&S plan? CHECK - Has the S2 covered NAIs and target areas of interest (TAIs) adequately?
• The S2 develops and recommends a set of Intelligence Requirements, or (IRs), for each friendly COA that is wargamed.	CHECK - Are all IRs linked to specific enemy actions or reactions that require a friendly response?
• The S2 continues to refine the initial IPB:	
° The S2 completes the event templates and event analysis matrices to anticipate key enemy decisions for each friendly **COA.**	
° An event template or analysis matrix represents the **enemy's** decision support template (DST) synchronization matrix for a given friendly COA.	

COA ANALYSIS (Wargaming) (continued)
Intelligence Cycle Phase Directing

**Commander's
Interaction with the intelligence Cycle**

**Commander's
Checklist**

• The XO directs the staff to record the wargaming results into both a DST and a BOS synchronization matrix for each friendly COA that is wargamed. (See Figure 2-4, DST and BOS synchronization matrix.)

CHECK - Did the staff wargame against each of the possible enemy **COAs?**
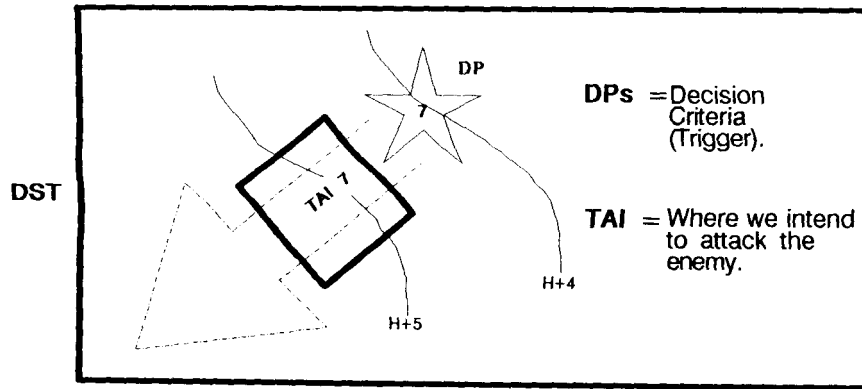
CHECK - Is each friendly response associated with a clearly defined IR?

COA ANALYSIS (Targeting)
Intelligence Cycle Phase: Directing

• The FSO chairs a targeting session for each friendly COA.

• The S2, S3, and FSO choose a set of HPTs for each friendly COA from the HVT list.

CHECK - Do the identified HPTs attack an enemy weakness that will further the success of the friendly COA? Do they support your concept of the operation and your priorities?

• The targeting team develops the HPT list.

• The targeting team develops the attack guidance matrix.

CHECK - Did the S2 validate "immediate" and "planned" targets? Has he identified appropriate TAIs and tasked collection assets to locate targets when and where you need them attacked?

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DST

DPs =Decision
      Criteria
      (Trigger).

TAI =Where we intend
      to attack the
      enemy.

BOS
Synch
Matrix

DP		#7	
Time		H+4	
Decision Criteria (Enemy Action)		MRR CATK (Tk Co)	
FRIENDLY ACTIONS (BOS) — Intelligence		2-9 CAV. Collects	
FRIENDLY ACTIONS (BOS) — Maneuver		Attack Helos to TAI 7 at H+5	
FRIENDLY ACTIONS (BOS) — Fire Support & EW		H+5 DPICM to TAI 7 Jam MRR C^2	

Figure 2-4.   The DST and BOS Synchronization Matrix.

COA ANALYSIS (Targeting) (continued)
Intelligence Cycle Phase: Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
	CHECK - Did the S2 validate target categories marked as "destroy?"
• The Intelligence and Electronic Warfare Support Officer (IEWSO) at brigade (or EW officer at division and corps) recommends appropriate integration of communications jamming into the fire support plan.	CHECK - Does the planned jamming further the maneuver plan and complement the lethal fire plan?

RECOMMENDATION
Intelligence Cycle Phase: Directing

• **The S2** participates in developing the staff recommendation.	CHECK - Have each COA's strengths and weaknesses been adequately addressed in terms of the enemy?
• The S2 also completes the intelligence estimate: paras 5a and 5b.	
• The S2 recommends for your approval certain IR to become PIR.	CHECK - Do they address your priority concerns about the enemy? Are the recommended PIR consistent with PIR guidance in Appendix A?

RECOMMENDATION (continued)
Intelligence Cycle Phase: Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
	CHECK - Have you told the S2 when the PIR must be satisfied?

DECISION
Intelligence Cycle Phase: Directing

• Choose a COA.

  ° The S2 should highlight the intelligence requirements for each friendly decision on the DST.

• Resolve with the S2 and IEWSO the "price" for answering each IR.

  ° Will you have to depend upon higher headquarters?

  ° Will you have to task a line unit?

• Give S2 final approval for PIR and the collection or R&S plan.

ISSUE THE OPORD/FRAGO
Intelligence Cycle Phase: Directing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• Once you approve the targeting priorities established in the attack guidance matrix, the FSO develops a detailed fire support plan to include a schedule of fires. The S2 should help the FSO identify known HPTs and HVTs that require intelligence support to locate. The FSO, S2, and S3 should all discuss the amount of damage each target requires to support the overall plan.	CHECK - Has the S2 identified the intelligence required to support the schedule of fires? Does the S2 understand the level of damage each target requires? Does the S2 understand when the BDA for each target needs to be determined to support the schedule of fires?
• The S2 develops for your approval:	
° Finalized PIR (detailed and specific).	CHECK - Has the S2 covered all NAIs, TAIs, and DPs with appropriate collection (R&S) assets?
° The intelligence synchronization matrix. This matrix links the PIRs and IRs with the associated DPs from the DST as well as a specific collection strategy. (See Figure 2-5, Intelligence Synchronization Matrix.).	CHECK - Does the intelligence synchronization matrix get you the intelligence you need when you need it? CHECK - Does the intelligence synchronization matrix support your targeting effort to the degree you require? Have BDA requirements been

2-14

ISSUE THE OPORD/FRAGO (continued)
Intelligence Cycle Phase: Directing

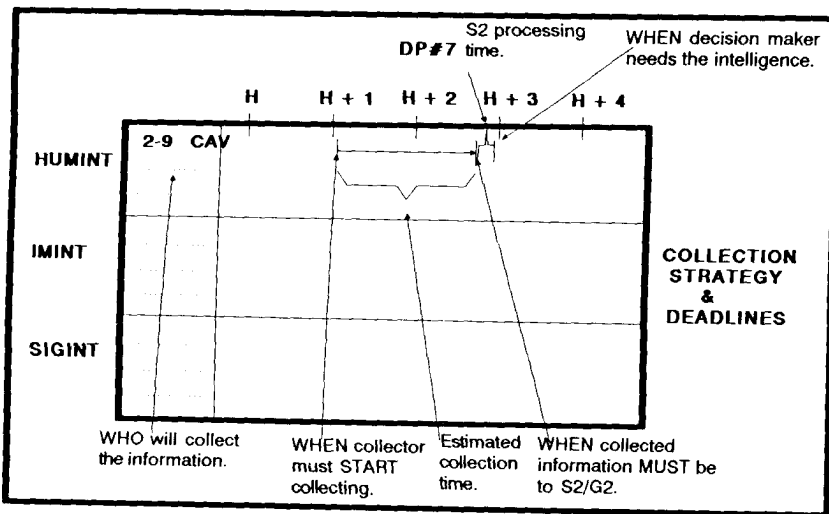| Commander's Interaction with the Intelligence Cycle	Commander's Checklist
	incorporated into the collection or R&S plan?
° Collection or R&S plan with detailed taskings and requiriments reflecting the collection strategy on the intelligence synchronization matrix.	CHECK - Is the S2 tasking all available organic and attached collection assets including engineer, aviation, artillery, etc?
° Detailed taskings and requests that 'Flesh Out" the intelligence synchronization matrix.	CHECK - Can the collection assets deliver the intelligence the S2 is tasking? (Ask the MI unit commander or his IEWSO.)

Figure 2-5. The Intelligence Synchronization Matrix.

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ISSUE THE OPORD/FRAGO (continued)
Intelligence Cycle Phase: Directing

Commanded Interaction with the Intelligence Cycle	**Commander's Checklist**
° An intelligence annex, including the collection plan.	CHECK - Does higher headquarters clearly understand your priorities and when you must have the intelligence and targets?

SUPERVISE
Intelligence Cycle Phase: Collecting

• The S2 receives and consolidates all subordinate R&S overlays to ensure they adequately support his collection plan.	CHECK - Is the S2 tracking upcoming deadlines for intelligence requirements via the intelligence synchronization matrix?
• Collection assets conduct collection operations.	CHECK - Is he prompting collection assets to meet taskings?
• The S2 receives reports and redirects taskings.	CHECK - Are the MI unit and other tasked assets meeting their intelligence taskings? - Are the S2 and the IEWSO apprising you of the status of intelligence requests to division? - Is the S2 apprising you of collection problems?

SUPERVISE
Intelligence Cycle Phase: l'recessing

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• **The S2 records each intelligence message into a general database.** He ensures that no message gets lost, and that each message is quickly retrievable. • The S2 evaluates each report for pertinence, reliability, accuracy, and timeliness.	CHECK - Can you get immediate answers to questions you have on reported enemy activities, cross-referenced by time, location, or subject?
• The S2 **analyzes each report and updates the common understanding of the battlefield.** He places special emphasis on the confirmation or denial of situation templates **(filling the** high priority gaps in knowledge). He uses the event template or analysis matrix to anticipate enemy decisions and confirm enemy COA.	CHECK - Are situation templates being confirmed or denied in a timely manner?
• The S2 continually analyzes combat information and raw data to develop situations, develop or identify targets, assess battle damage, and give indications and warning (I&W) of hostilities.	CHECK - Is the S2 fully exploiting IPB and collection efforts? Do you have a good picture of the battlefield? Do you have enough confirmed intelligence to execute your concept of the operation as planned during wargaming? Do you have enough intelligence to properly issue "ON ORDER" and "BE

SUPERVISE (continued)
Intelligence Cycle Phase: Processing

Commander's
Interaction with the Intelligence Cycle

Commander's
Checklist

PREPARED" missions to allow for contingencies identified during wargaming?
- Is the S2 informing you of potential new enemy actions not anticipated during IPB or wargaming? Is the S2 preparing you to change your concept of the operation based upon these unexpected enemy actions?
- Is the S2 analyzing the reports and telling you what they mean or merely conducting battlefield "beancounting?"
- Is combat information being reported in a timely manner?

SUPERVISE
Intelligence Cycle Phase: Dissemination

• The S2 keeps key personnel within the unit abreast of the general situation via intelligence briefings (usually best) and intelligence reports. The technique of using a graphic intelligence report (status at a glance) is usualty optimal in dynamic situations. (See Figure 2-6, Graphic Intelligence Report.)

CHECK - Are all intelligence requirements identified in the BOS synchronization matrix being met in an adequate manner? Arc decision makers getting the intelligence in a timely manner?
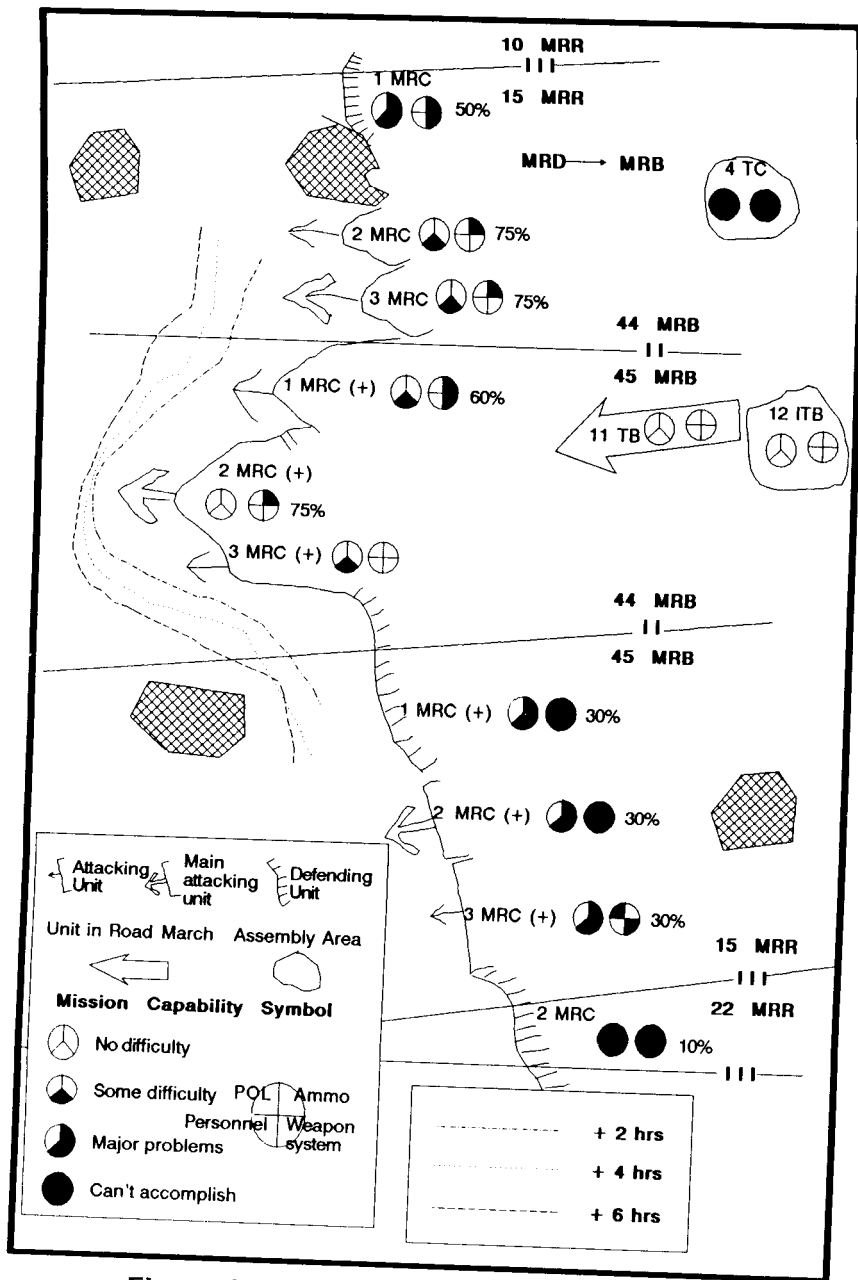
Figure 2-6. Graphic Intelligence Report.

SUPERVISE (continued)
Intelligence Cycle Phase: Dissemination

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• **A written intelligence report may be** more appropriate for static situations.	
• During wargaming, the S2 and the IEWSO contract to deliver specific **intelligence to specific decision makers at specific times during the battle.**	
• **Reports are event or requirement driven. They are not time oriented. The key is to give you intelligence** you need when you need it or, not every 4, 6, or 12 hours?	CHECK - Is your S2 producing intelligence reports when you need them?
• The S2 always keeps personnel abreast of the status of confirming or denying enemy COAs and **answering PIRs on time.**	CHECK - Are intelligence reports keeping key personnel abreast of the enemy situation? Are they well written? Do they answer PIRs or otherwise explain why the information is important? Rule of thumb: Can an alert combat arms soldier understand them quickly without explanation?
• During the battle, the S2 tracks the **intelligence synchronization matrix to identify when decisions need to** be made, by whom, and what intelligence the decision maker needs. Then the S2 provides the needed intelligence to those who need it.	

SUPERVISE (continued)
Intelligence Cycle Phase: Dissemination

Commander's Interaction with the Intelligence Cycle	Commander's Checklist
• Also during the battle, the S2 uses the intelligence synchronization matrix to make sure collection assets are collecting on the proper PIR at the proper time and will meet deadlines required by the primary synchronization matrix. The S2 resolves collection problems in a timely manner to support timely dissemination.	CHECK - Do all key personnel know about the current status of confirming or denying situation templates (enemy **COAs)?** - Is the intelligence available whenever you or one of your staff officers needs to make an informed decision?

RECEIVE MISSION (Again)
Intelligence Cycle Phase: Directing (Again)

• The intelligence cycle is dynamic, and you need to refocus it as the battle changes and your requirements for intelligence and targets change.	CHECK - Is the S2 apprising you of anticipated situations on the battlefield?
• Continue to discuss the common understanding of the battlefield with the S2, S3, and other staff officers.	CHECK - Does the S2 use PIRs to refocus the collection effort to address new gaps in knowledge? CHECK - Does the S2 ask you to approve the new PIRs before implementing them?

RECEIVE MISSION (Again) (continued)
Intelligence Cycle Phase: Directing (Again)

Commander's Interaction with the Intelligence Cycle	**Commander's Checklist**
• Different IRs will become PIRs to address new (or newly important) gaps in knowledge. Likewise, PIRs may be downgraded to IRs. The collection plan and taskings are modified to meet new requirements.	CHECK - Can the S2 and IEWSO estimate the impact on collection assets associated with each change in the PIRs?
• If necessary, new intelligence may require reinitiation of all (or parts) of the command estimate process.	CHECK - Is the S2 prompting you and the S3 to modify the plan?

CHAPTER 3
S2/G2 ORGANIZATIONS AND FUNCTIONS
The Battalion S2

Battalion S2 Organization

- Your S2 should be an MI captain.

- Your battalion S2 section is austere. Even when fully manned, your S2 shop is not resourced to conduct sustained split Tactical Operations Center (TOC) and Tactical Command Post (TAC) operations.

- You are authorized an MI lieutenant (assistant S2) to supervise the S2's battlefield information coordination center (BICC).

- Your S2 section is authorized a combat arms master sergeant as an NCOIC, as well as an MI sergeant and one radio telephone operator (RTO).

- Battalion S2 operations are generally informal, providing detailed products only when time and resources permit.

Nature of Battalion S2 Operations

- Every member of the S2 section should be able to perform any of the nonplanning intelligence functions. This is necessary since anyone in the S2 section could be caught "one deep" in the TOC for long periods of time.

- Your S2's first priority at this level is to ensure a healthy IPB process **to drive staff planning.**

- Your S2's second priority is to coordinate, supervise, and enforce the R&S plan.

3-1

**Nature of Battalion
S2 Operations**
(continued)

- Because reports from scout platoons and line companies are relatively reliable, the battalion S2 doesn't have to conduct much analysis. This is especially true if you have high quality lPB and wargaming products.

- Because your S2 section is so small, it's relatively easy (compared to higher levels) for the entire shop to talk through and understand the intelligence situation. Hence, you can train your battalion S2 section to a very high degree of proficiency.

**Command and Staff
Interaction with the
Battalion S2**

- Your S2 and S3 should be full partners in driving all battalion operations. These officers should work together on all decision-making processes. Both staff officers should be intimately familiar with the other's duties.

- Always have your S2 present when you discuss battalion operations.

- Because the battalion staff is so small (compared to higher echelons), you can train your battle staff to be "intelligence literate." Your entire staff should talk to S2 personnel frequently,

- The S2 must provide estimates about enemy future intentions, rather than reiterate past events. Train him to provide you with the intelligence products you need to fight and plan future battles.

3-2

**Product
Expectations for the
Battalion S2**

- Your S2 doesn't have the time or resources to develop all the possible IPB templates or written products. Your S2 expects to get IPB products from the Brigade S2. As a systematic check, your battalion S2 verifies the brigade S2's IPB effort. Once accepted, your S2 uses brigade products as a start point to develop the detailed IPB products needed to support battalion operations.

- Your S2 should always produce **a set of** situation templates for likely enemy **COAs.**

- Your S2 should also develop an event template and an R&S plan to confirm or deny predictions in a timely manner.

- He will also help your S3 produce the DSTs during the wargaming process. Your S2 should record intelligence needs on the DST and BOS synchronization matrix rather than on a separate intelligence synchronization matrix.

**Typical MI Support
to a Battalion**

- Scout assets are organic to your battalion. The S2 must be involved in planning the scout platoon mission. The S2 must give them precise guidance on information he needs, what to look for to get it, and when they must report the information. The S2 should also debrief scouts whenever possible to ensure all relevant information is obtained.

**Typical MI Support
to a Battalion**
(continued)

- Except for ground surveillance radars (GSRs) and the remotely monitored battlefield sensor system (REMBASS), you will probably not have MI assets attached to your unit. The assets you do get should be fully integrated with the R&S effort. The S2, through the S3, should task frontline troops and combat patrols for collection as well. You must husband and protect your few resources, focusing on your intended main effort.

The Brigade S2

**Brigade S2
Organization**

- The S2 section is much larger at the brigade level.

- Your brigade S2 should be an MI major with battalion S2 experience.

- Your S2 shop will have up to three officers and six enlisted soldiers. Light brigades will have fewer personnel.

- The S2 should have an IEWSO (a liaison officer from the MI battalion) to help plan and integrate direct support (DS) and other MI assets.

**Nature of Brigade
S2 Operations**

- The sample intelligence process described in Chapter 2 should give you a good idea of the S2's role at the brigade level.

- IPB and the command estimate process are more formalized at brigade level than at battalion level. The division of labor is more predictable and better

**Nature of Brigade
S2 Operations**
(continued)

defined. You can designate your most experienced assistant S2 as the plans officer, and the others as "shift S2s" within the TOC.

- Because of the increased size of the section you must train harder to get the entire shop on "a single sheet of music." However, a brigade S2 shop can still train to a high degree of proficiency.

- The enemy situation is significantly more ambiguous than at battalion level. Your S2 will have to conduct analysis and take some risks to provide predictive analysis and recommendations to you. This requires a confident, experienced tactical MI officer who understands friendly operations and tactics and can anticipate the type of action or reaction they're likely to evoke from an enemy force.

**Command and Staff
Interaction with the
Brigade S2**

- Because of the increased size of the brigade staff, it's difficult to make the entire battle staff intelligence literate. S2 personnel can no longer rely on simple conversations within the TOC (or on the command net) to keep the entire unit informed. S2 personnel at this level have to invest substantial thought into preparing and briefing intelligence products.

- The S2 usually sends an assistant S2 with an analyst to the brigade TAC. They serve as an advisory element to the TAC. They do limited analysis and must access the TOC for anything requiring detailed analysis.

Product Expectations for the Brigade S2

- Your brigade S2 develops more detailed terrain and weather IPB products than the battalion S2. Once completed, he forwards them to the battalion S2s for their use. He should expect battalion S2s to question his IPB effort. He should be prepared to discuss and change these products as appropriate.

- The situation and event templates are more formal and detailed than at the battalion level.

- The S2 still may not develop a separate intelligence synchronization matrix if he can include it as part of the BOS synchronization matrix.

- The S2 develops a more formalized "R&S tasking matrix" (collection plan).

Typical MI Support to a Brigade

- At brigade level, you don't have organic scout assets. This forces you to rely on subordinate battalions and division to answer your PIRs. When scouts are organic to the brigade, the brigade S2 should become involved in their mission planning just as the battalion S2 is with battalion scouts.

- The brigade will often receive an MI company team consisting of a signals intelligence (SIGINT) platoon, and possibly interrogation and counterintelligence (CI) teams. See Chapter 4 and Appendix B for a discussion of what this company consists of.

**Typical MI Support
to a Brigade**
(continued)

- Brigade S2s in light brigades also receive substantial GSR and REM-BASS support.

The Division or Corps G2

**Division and Corps
G2 Organization**

- The G2 sections at division and corps are much larger than their brigade counterpart. The G2 should be an MI lieutenant colonel at division and an MI colonel at corps.

- The G2 section contains the division or corps TOC support element (DTOCSE or CTOCSE) which contains the all-source production section (ASPS), collection management and dissemination (CM&D) section, field artillery intelligence officer (FAIO), counterintelligence analysis section (CIAS), and EW section. All other G2 staff sections work for the G2, but not as part of the DTOCSE or CTOCSE.

The All-Source Production Section (ASPS)

The ASPS prepares the situation templates (enemy COAs) that drive division and corps wargaming. Analysts here are the experts on how the enemy will deploy in any given situation. They develop enemy event templates and analysis matrixes and identify HVTs.

**Division and Corps
G2 Organization
(continued)**

The ASPS also tracks and analyzes the battle. ASPS analysts conduct target development and report located targets to the FSO or the fire support element (FSE). In addition, they conduct BDA.

The Collection Management and Dissemination (CM&D) Section

The CM&D section receives PIRs and IRs from the **G2** (with "deadlines" that the G2 section identifies from wargaming and discussions with you). The CM&D section then develops the intelligence synchronization matrix. This shows the fundamental plan for answering each of your PIRs, locating priority targets you have established for attack and collecting BDA.

The CM&D then manages the collection effort. Talk to CM&D to make sure they're collecting against your priorities and to find out how well the collection assets are satisfying tasked requirements. Also talk to them to get a feel for how well the IRs that support future decisions will be answered. The CM&D also disseminates intelligence. Make sure they know when you need specific requirements satisfied.

The Field Artillery Intelligence Other (FAIO)

The FAIO serves as the liaison between division and corps artillery and your G2 section. He coordinates with the ASPS and makes sure priority HPTs are passed to the FSE on an expedited basis.

The Engineer Terrain Detachment

The engineer terrain detachment works for the G2 and prepares the detailed terrain analysis products that the ASPS integrates into the IPB.

**Division and Corps
G2 Organization**
(continued)

The USAF Weather Team (WETM)

The Air Force provides a weather team to observe and forecast the weather conditions on the battlefield and to help the G2 to evaluate the impact of weather on friendly and threat operations. The WETM provides key weather analysis overlays for the ASPS to integrate into the IPB process.

The G2 Plans Section

The G2 Plans officer receives your guidance for the direction of IPB. He then translates that guidance into specific task-ings for other G2 sections.

When the G2 Plans officer receives the situation templates from the ASPS, he war-games with the rest of the planning staff. He helps develop the BOS synchronization matrix and the DST. He and the G2 briefs you on the IRs and the recommended PIRs from the wargaming.

The Counterintelligence Analysis Section (CIAS)

The CIAS studies the enemy's ability to collect on us **using a variety of collection assets across the entire battlefield** (not just the rear area). This is known as multidiscipline counterintelligence (MDCI). The G3 will develop Essential Elements of Friendly Information (EEFI) and you will approve them after thinking through how you intend to deceive the enemy and what information you want to deny him. The CIAS will then wargame the EEFI against the enemy's ability to collect. The end result is a recommendation to the G3 on OPSEC countermeasures, contributing to force protection.

Division and Corps
G2 **Organization**
(continued)

Because a principal CIAS mission is to describe "how the enemy sees us," the CIAS is instrumental in devising the best way to feed the enemy "stories" or "pictures" to support your deception effort.

The G2 Operations Section

The G2 Operations Section receives a complete OPLAN from the G2 Plans officer and executes the resulting OPORD/FRAGO. The G2 Operations officer tracks the battle against the evolving intelligence needs of your unit. He then coordinates with the G2, ASPS, and CM&D section to adjust the intelligence synchronization plan accordingly. He also coordinates the deployment of intelligence systems with the G3 and subordinate and adjacent units.

The IEW Component of G3

The Electronic Warfare Section (EWS)

The Electronic Warfare Section estimates the threat of enemy jamming capabilities and plans the use of electronic jamming and deception to support your plan. This section works closely with G3 Plans and the FSE to integrate lethal and nonlethal attack means.

The Electronic Warfare Officer (EWO)

The EWO works closely with the EWS to ensure that friendly jammers don't jam critical frequencies for friendly use. He participates fully in wargaming and the subsequent targeting conference.

Nature of Division and Corps G2 Operations

- The G2 is your senior intelligence officer and is responsible for driving the division or corps intelligence effort to support your requirements. He orchestrates the work of his organic and attached elements to produce high quality, detailed intelligence products.

- Division and corps have significantly more collection assets than the brigade. Each collection asset requires great specificity in tasking. Because of this, there are substantially more people involved in division and corps collection efforts than in the brigade effort.

- This phenomenon requires extraordinary effort in planning and executing collection. While there is a prescribed collection management (CM) process, (he CM process is really an art. The CM effort is usually the center of gravity for G2 operations at division and corps levels.

- Because of the size of the G2 section and the volume of incoming and outgoing information, good G2 sections dedicate significant energy to communicating with each other.

- While the CM&D and ASPS elements at the division main CP (DMAIN) conduct most of the analysis and CM functions, the division rear CP (DREAR) and division tactical CP (DTAC) will have formal G2 elements that can conduct analytical and CM tasks. Your G2 must clearly define the relationship between his staff elements in the three command posts.

3-11

Command and Staff Interaction with the Division and Corps G2

- G2, G3, and their subordinate elements must be equal partners and work closely together. G3 staff elements must have a good feel for the intelligence situation, just as the G2 staff must fully understand the friendly situation and your intent.

- G2 and G3 Plans officers must maintain a close working relationship. The G2 Operations officer must spend a significant amount of time coordinating with all other staff elements.

Product Expectations for the Division and Corps G2

- G2 products (especially those made by terrain and weather teams) are highly specialized and detailed. They are an invaluable resource to G2 Plans and ASPS for developing intelligence products the rest of the staff and subordinate staffs can use.

Typical MI Support to a Division and Corps

- The entire intelligence system of systems works in support of your intelligence requirements for planning, deployment, and contingency operations.

- The division has an organic MI battalion and cavalry squadron.

- The corps has an organic MI brigade and a cavalry regiment.

- A large number of nonorganic collection assets supports both division and corps units during deployment.

- The capabilities of these organization arc described in Chapter-4 and Appendix B.

The Non-Maneuver S2

The main function of a nonmaneuver unit S2 is to develop relevant enemy COAs that could affect your unit from the supported maneuver S2 intelligence estimate. These are tailored to your unit's planning and intelligence requirements and should drive your unit staff planning process for assets that remain in GS to the supported unit as a whole.

For example, the S2 of a field artillery (FA) battalion DS to a maneuver brigade acquires the basic maneuver templates from his brigade S2. Given the possible disposition of the enemy maneuver units, the FA battalion S2 templates the likely location of enemy artillery units. This enables the FA battalion S3 to emplace firing batteries in positions least vulnerable to enemy counterbattery fire. The S2 also recommends emplacement of Q36 and Q37 radar to best confirm or deny his templated positions. This facilitates the friendly counterbattery effort.

The Bottom Line

If I always appear prepared, it is because before entering on an undertaking I have meditated for long and have foreseen what may occur. It is not genius which reveals to me suddenly and secretly what I should do in circumstances unexpected by others; it is thought and meditation.

Napoleon

CHAPTER 4
MILITARY INTELLIGENCE UNIT CAPABILITIES
Mission

The IEW support mission at all echelons is to provide intelligence, EW, and CI support to help you accomplish your mission.

Elements of Intelligence Support

Signals Intelligence (SIGINT)

SIGINT is analyzed information derived from monitoring and locating enemy communications and noncommunications systems (such as enemy radars). Intelligence derived from monitoring enemy communications is communications intelligence (COMINT), and intelligence derived from monitoring noncommunications emitters is electronic intelligence (ELINT).

Electronic Warfare (EW)

EW is one of your combat multipliers. It can disrupt enemy command and control and fire support communications when used during a critical phase of the battle. Some aspects of it will protect your communications. The three elements of EW are—

a. Electronic Warfare Support Measures (ESM) gives you immediate threat recognition, combat information, and target acquisition as well as the specific frequencies and radio nets you want to jam.

b. Electronic countermeasures (ECM) consist of jamming enemy communications and electronic deception. Used properly, these two elements can complement lethal fires.

c. Electronic coun{er-countermeasures (ECCM). These are the responsibility of your signal officer and consists of measures to protect your command, control, and communications (C^3).

Human Intelligence (HUMINT)

Interrogation

Interrogation of enemy prisoners of war or civilian detainees provides information on enemy intentions, composition, and disposition. Debriefing of refugees can also provide valuable information on the enemy, plus information on the status of lines of communication and other aspects of the AO.

Long-range Surveillance (LRS)

LRS units provide reliable HUMINT against second echelon and follow-on forces and deep targets. LRS units conduct stationary surveillance and very limited reconnaissance. They deploy deep into the enemy area to observe and report enemy dispositions, movement and activities, and battlefield conditions. They arc not equipped or trained to conduct direct-action missions.

Counterintelligence (CI)

CI protects the force through evaluation of the enemy's multidiscipline intelligence gathering capabilities. It detects, evaluates, counteracts, and prevents hostile intelligence collection, subversion, and sabotage. CI also provides important support to the commander's OPSEC and deception programs.

Scouts and Cavalry

Although not part of MI organizations, your scouts and cavalry units can also provide you with critical and exact intelligence information by visual means.

Imagery Intelligence (IMINT)

IMINT is used to acquire and exploit visual representations on the battlefield that contribute to situation development, targeting, and BDA. IMINT sensors include electro-optical, infrared, FLIR, and RADAR imaging systems.

Intelligence System of Systems

No single echelon has sufficient organic intelligence capabilities to satisfy all your priority intelligence and targeting requirements. Your intelligence officer must know and understand how to obtain support from higher and lower elements of the intelligence system of systems in order to make it work to satisfy your intelligence requirements. To most efficiently use your organic resources, you must understand-

- Command relationships.

- IEW standard tactical missions.

- Unit organizational capabilities, limitations, and employment considerations, Detailed collection system capabilities and numbers are outlined in Appendix B.

Command and Support Relationships

A division's IEW systems arc organic, assigned, or operational control (OPCON) to the MI battalion. In some situations, IEW assets or units maybe attached to maneuver units. Circumstances which may require the attachment of an entire MI company team to a brigade are—

- Maneuver brigade deployment on an independent **mission.**

- Offensive operations when the maneuver brigade has a deep objective and the MI unit must deploy out of communications range from the MI battalion TOC for an extended period of time.

Regardless of how many MI assets are operating in your AO, the MI battalion will attach an IEWSO to your brigade. The IEWSO serves as your liaison with the MI unit. He coordinates your (askings with the MI company commander and the MI battalion, and helps coordinate terrain management for the MI collection assets.

When an MI company team is in direct support of your brigade and focused on your PIR, the IEWSO coordinates your COMINT taskings with the MI battalion TOC so its Technical Control and Analysis Element (TCAE) can provide your collectors the technical data (enemy call signs, frequencies, etc.) needed 10 execute your taskings.

Organizations

MI Company (Separate Brigade) or
Armored Cavalry Regiment (ACR)

This MI company has fewer capabilities (ban the MI battalion but more capabilities (ban a task organized MI company team. The MI company in support of the ACR or separate brigade provides—

- Communications intercept, direction finding (DF), and ECM.

- C1.

- Interrogation.

- Ground surveillance.

- Personnel to staff the S2/S3, These soldiers conduct—

    - Collection Management.
    - All-source analysis and reporting.
    - Dissemination.
    - Technical control and tasking.

- Multidiscipline force protection and OPSEC support.

MI Battalion (Division)

Organizational Capabilities

The MI battalion at division level provides you with ground based communications intercept, DF capability, ECM, HUMINT collection, and ground based surveillance.

- The QUICKFIX platoon, habitually OPCON to the MI battalion, provides aerial communications intercept/DF/ECM. It operates in GS to the division and allows for greater collection range and depth.

- LRS teams are deployed 15 to 80 kilometers (km) forward of the division forward line of own troops (FLOT) to observe selected NAIs. Their insertions arc time phased to ensure continuous coverage of selected deep divisional NAIs.

- Ground surveillance systems arc frequently attached to the maneuver units, to locate moving targets.

The remaining divisional assets will be task organized into MI company learns GS to the division as a whole or DS to designated brigades. MI company teams may have ground based COMINT collection and EW, CI, and interrogation capability.

MI Company Team (GS)

MI company teams in GS to the division-

- Deploy throughout the battlefield.

- Are tasked by the MI battalion commander and S3 as directed by the G2 CM&D.

- Respond to centralized control by the MI battalion, which—

  - Increases system tasking flexibility (available systems).
  - Allows for coordinated DF operations.
  - Contributes, to more coordinated and surviable ESM and ECM operations.

MI Company Team (DS)

- MI company teams in DS of brigades respond first to the brigade's PIRs.

- The brigade synchronizes their collection and displacement taskings.

- Narrow maneuver space in a single brigade area may limit the length of

the collection baseline which degrades DF accuracy.

MI Brigade (Corps)

The MI brigade provides you with ground-based and airborne SIGINT and EW, close and deep HUMINT collection, and links to national and theater intelligence systems. The Ml brigade can provide IEW assets to subordinate commands to weight the main effort. The corps MI brigade has three battalions: operations, tactical exploitation, and aerial exploitation.

Operations Battalion

The Operations Battalion provides the CTOCSE which performs IEW analytical, processing, and management functions in support of overall corps operations. The Operations Battalion —

- Provides manning to the G2 to conduct CM, all-source analysis and reporting, dissemination, CI analysis, and target development. It also provides manning to the G3 to conduct deception and OPSEC planning.

- Produces all-source intelligence to support operations.

- Provides processing systems which interface with and receive national and theater IMINT and COMINT.

- Provides SIGINT analysis and technical SIGINT taskings to brigade collection assets.

- Provides special intelligence (S1) communications support to subordinate units.

Tactical Exploitation Battalion (TEB)

The TEB provides CI, interrogation of prisoners, ground-based SIGINT and EW support, and LRS support to corps operations. It provides—

- GS to the corps in response to corps taskings.

- Systems and teams so that you can provide them to divisions or the ACR to weight your main effort.

- The Cl and interrogation assets for multidiscipline force protection, OPSEC, interrogation, and document exploitation, and can be deployed thourghout the corps area to support corps and subordinate divisions.

- The ground-based EW assets (DF and ECM) that arc habitually attached to divisions, giving them increased area coverage and DF capabilities, and support for ECM targeting.

• The LRS company, which has reliable HUMINT collection capability
60 to 150 km forward of the corps FLOT. Team deployment is time
phased based on the friendly concept of the operation, number of NAIs
selected for coverage, availability of insertion and extraction means,
and need for continuous coverage of corps deep NAIs.

Aerial Exploitation Battalion (AEB)

The AEB allows the commander to "see" the battlefield to the depth of the
AO and beyond. The battalion gives you a deep look aerial reconnaissance, sur-
veillance, and SIG INT collection capability. It provides—

• The ability to weight the main effort by prioritizing intelligence sup-
port and responsiveness to subordinate commanders.

• Moving target indicator coverage of corps NAIs, to include coverage
along avenues of approach into the corps AO, and assembly areas or
sectors where the corps has accepted risks in its intelligence or
maneuver coverage.

• SIGINT, intercept, and locational data. COMINT and ELINT reports
can be sent in near-real-time (NRT) to multiple corps and divisional
nodes to support situation and target development.

MI Brigade (EAC)

The Ml brigade (EAC) is tailored by contingency region (linguists, area
analysts, etc.) and function (equipment) for a specific geographic area. It
directs, collects, processes, and disseminates HUMINT, CI, IMINT, SIGINT,
and technical intelligence (TECHINT) (the exploitation of captured enemy
documents, equipment, weapons, and other war material). The MI brigade
(EAC) normally supports the Army components of a joint command.

Standard Tactical Missions

Support relationships arc established through the assignment of Army stand-
ard tactical missions (STM). These support relationships determine the degree
of control and responsiveness of the IEW organizations supporting you.
METT-T will drive the MI unit's STM in any given situation. There arc seven
responsibilities inherent to each STM. The following matrix (Figure 4-1)
demonstrates these responsibilities.

MI unit with mission of-- / Responsibility	DIRECT SUPPORT	GENERAL SUPPORT	REINFORCING	GENERAL SUPPORT REINFORCING
Responds to request of--	Supported unit. Force as a whole.	Force as a whole.	Reinforced MI unit.	Force as a whole. Reinforced MI unit.
Technical control--	MI bn TOC.	MI bn TOC.	Reinforced MI unit. MI bn TOC.	MI bn TOC. Reinforced MI unit.
Zone of action--	Supported units' area of operations. Division area of operations.	Division area of operations.	Same as reinforced MI unit.	Division area of operations. Same as supported unit.
Furnishes IEW support element--	MI battalion provides an IEWSE to each maneuver brigade regardless of what MI assets are in the brigade AO.			
Establishes communication with--	Supported unit. MI bn TOC.	MI bn TOC.	Reinforced MI unit.	MI bn TOC.
Is positioned by--	MI unit commander in coordination with supported unit.	MI bn TOC.	Reinforced MI unit or as ordered by MI bn TOC.	MI bn TOC or reinforced MI unit if approved by MI bn TOC.
Tasked by--	Supported unit. MI bn Cdr/S3.	MI bn Cdr/S3.	Reinforced MI unit.	MI bn Cdr/S3.

Figure 4-1. Standard Tactical Mission Responsibilities Matrix.

Limitations

Your intelligence system has some limitations you must understand. These include—

- Limited communications systems and architecture which, if not aggressively managed, can cause delays in the dissemination of information.

- Single-source collectors that can be susceptible to enemy deception. All-source CM, using collection assets employing multiple disciplines, is required to guard against enemy deception.

- Degraded COMINT and ELINT collection if the enemy chooses not to use communications and. noncommunications systems. For example, in Desert Storm, Iraq did not employ their push-to-talk communications for fear of being intercepted and DF'd.

- Weather degradation of trafficability and the negative effects of high winds on antenna arrays and aviation collection and jamming systems.

- Inability of ground-based systems to operate on the move. Positioning and integration of mutually supporting ground and airborne systems is critical to continuous support.

- Lack of sufficient organic intelligence assets to satisfy **all** your intelligence requirements.

Appendix A

Establishing and Prioritizing Intelligence Requirements

- During wargaming, your S2/G2 develops a set of IRs for each friendly COA. Each is linked to a specific enemy action that requires a friendly response.

- PIRs are those IRs critical to the accomplishment of your mission. Wargaming will dictate which IRs will become PIRs as the mission runs its course.

- As the commander you must always selector approve the PIRs. Below are some guidelines to follow.

    (1) Every IR must be situationally templated and wargamed.

    (2) The collection manager should not accept or propose an IR until he fully understands and can track the friendly action the IR is designed to support.

    (3) The S2/G2 should nominate PIRs for approval ONLY FROM THE LIST OF ALREADY PLANNED AND COORDINATED IRs.

    (4) Information that will answer a PIR must be able to be collected and you must understand how your S2 intends to collect to satisfy your PIR.

    (5) You must restrict your PIR to only your most critical requirements because there are limited collection assets available.

Examples of poor PIRs

The following is an often seen but still poor PIR:

"Will the enemy attack? If so, how, when, where, and in what strength?"

The criticisms of this PIR:

• First, the PIR contains five significantly different questions. Which of these five questions is the priority? Unless your S2/G2 gives more guidance, the individual collection asset must determine which part of this "PIR" to work on.

- Second, your S2/G2 probably knows more about the situation than "the enemy might attack somehow, sometime, somewhere, and in some strength." The PIR as presently stated might prompt some collection assets to collect information that is already known.

- Third, even for the issues that your S2/G2 doesn't know, the enemy can only select from a limited range of COAs due to terrain, weather, politics, etc. If the PIR takes IPB into account, the S2/G2 through more specific tasking, will minimize the chance that collection assets will look for the enemy where he is not likely to be.

- Finally, when your staff wargames they may find some aspects of this question to be irrelevant to your present situation. For example, your defense may be fully capable of defeating an enemy attack regardless of when they actually attack. Why waste collection assets on a question you really don't need answered?

Examples of good PIRs

There is no "set" of PIRs we can present that will be useful for all tactical situations, any more than there is a set of maneuver paragraphs that you can plug into any OPORD. Below are some examples of the TYPES of PIRs you should expect to see from your S2 for your approval. Because your intelligence needs will change over time, most PIRs will only be important during certain times. Referring to PIRs as "time phased" is redundant. They are dynamic just as the battle will be dynamic. The following are examples of good PIRs.

EXAMPLE

MISSION: 2d Bde atks in zone at 270430 May 92 to destroy enemy forces on OBJ JOHN (WK2395). Establish hasty defenses on OBJ JOHN NLT 290600" May 92 to stop atk of the 43d MRD. On order continue the attack in zone to seize OBJ BLACK (WK4098).

ANTICIPATED TIME	PROPOSED PIR
230600-282130	Will the enemy use chemical agents on our reserve in AA SMITH?
230600-270800	Will the enemy defend OBJ JOHN using a forward-slope defense?

ANTICIPATED TIME	PROPOSED PIR
230600-270900	Will the enemy reserve tank battalion reach PL BOB before 270900 May 92? (Note: PL BOB is 3 km past OBJ JOHN,)
271000-302200	Will the 43d MRD send its main attack along avenue of approach 2?
271000-031200	What size enemy force is defending OBJ BLACK?
291200-031200	Are the bridges over the Bodango River intact? (Note: the Bodango River lies between OBJ JOHN and OBJ BLACK and is unfoldable.)

Appendix B
Present Tactical IEW Equipment

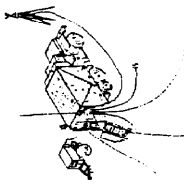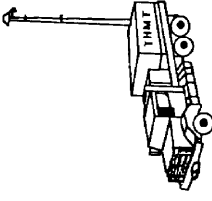| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/TRQ-32(V)2 Receiving set (TEAMMATE)	HF/VHF/UHF intercept VHF DF when netted w/other TRQ-32s COMINT	CUCV or HMMWV	G2/ 1-3+ minutes Processing and communication time from signal recognition through TCAE to the ASPS	HVY DIV: 3 systems LT DIV: 3 systems AASLT DIV: 3 systems ABN DIV: 3 systems ACR: 2 systems CORPS: 3 systems
AN/PRD-10 Receiving set (MPRDFS)	HF/VHF/UHF intercept VHF DF when netted w/other PRD-10 or TRQ-32s	Man Packed or Vehicles	G2/ 1 - 3+ minutes Processing and communication time from signal recognition through TCAE to the ASPS	ABN DIV: 12 systems PRD-10 is issued ILO TRQ-30. Each FS Co has 3 (total of 9) and the GS Co has 3 (1 with each TRQ-32) CORPS(ABN TEB): 6 PRD-10/11 ILO TRQ-30 [Note: TRQ-30 is phased out]

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/PRD-11 MANPACK	HF/VHF/UHF Intercept VHF DF when netted w/other PRD-10 or TRQ-32s	Man Packed or Vehicle	G2/ 1 - 3 + minutes Processing and communication time from signal recognition through TCAE to the ASPS	Normally issued ILO PRD-10
AN/TSQ-138 Special purpose detecting set (TRAILBLAZER)	Automated radio direction finding-VHF DF HF/VHF/UHF intercept	M1015A1 EW Systems carrier being changed to 5-ton truck - IAW HQDA directive	G2/ 1-3 + minutes Processing and communication time from signal recognition through TCAE to the ASPS	HVY DIV: 1 system 5 master control stations

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/ALQ-151(V)1 QUICKFIX Special Purpose Counter- measures System	HF/VHF Intercept HF/VHF ECM. VHF DF Can net with TRAILBLAZER for DF	EH-60A BLACKHAWK	G2/ 1-3 + minutes Processing and communication time from signal recognition through TCAE to the ASPS	HVY DIV: 3 systems LT DIV: 3 systems AASLT DIV: 3 systems ABN DIV: 3 systems ACR: 3 systems
AN/PPS-5B Radar Set	Moving target indicators range: 6km- Personnel; 10km-Vehicles	M113	G2/ 1-3 + minutes Processing and communication time from target recognition to the ASPS	HVY DIV: 12 systems AASLT DIV: 12 systems ACR: 9 systems

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/PPS-15A(V)1 Radar set	Moving target indicators range: 1.5- km-Personnel; 3- km-Vehicles	Man Packed or Vehicle	G2/ 1-3 + minutes Processing and communication time from target recognition to the ASPS	LT DIV: 12 systems AASLT DIV: 9 systems ABN DIV: 9 systems
GSQ-187 REMBASS Remotely monitored battlefield sensor system	Seismic/Acoustic, Magnetic, & Passive Infrared monitoring and detection	Man Packed or Vehicle	BDE/ Near Real Time	EAC: system at selected MI brigades LT DIV: 5 systems AASLT DIV: 5 systems ABN DIV: 5 systems

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
TCAC Technical control analysis center	Semi-automated intelligence processing and reporting center	5-Ton	G2/Near Real Time	CORPS: 3 systems HVY DIV: 2 systems Not on TOE. QQPRI only
THMT Tactical high mobility terminal	Division interface for TENCAP data; receive digital secondary imagery from IPDS and correlated ELINT via ACUS comms or SUCCESS radio from EPDS or other sources	5-Ton or trailing arm drive vehicle (THMT)	Near Real Time	HVY DIV: 1 system being replaced by MITT

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/TLQ-17A(V)3 TRAFFICJAM Countermeasures set With long range antenna modification, System is called SANDCRAB	HF/VHF/ECM, HF/VHF Intercept	HMMWV	N/A	EAC: 3 SANDCRAB systems at selected MI brigades CORPS: 3 systems HVY DIV: 3 systems AASLT DIV: 3 systems ABN DIV: 3 systems ACR: 2 systems
CTT Commander's tactical terminal	Downlink from GUARDRAIL	N/A	Near Real Time	EAC CORPS DIV Distribution TBD

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/MLQ-34 TACJAM Special purpose countermeasure set	High Powered Comms Jamming - VHF ECM, HF/VHF Intercept	M1015 Track	N/A	HVY DIV: 3 systems ACR: 2 systems CORPS: 3 systems To be phased out.
AN/USD-9 Improved GUARDRAIL V Special purpose detecting system	Airborne RDF, HF/VHF/UHF intercept and DF	RC-12D	Near Real Time to CTT Reports provided to multiple interim CTTs at Division and Corps nodes	Corps: 1 systems (6 aircraft) Will be replaced by GRCS

Present Tactical IEW Equipment

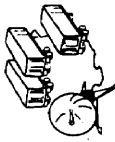| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
IES Imagery Exploitation System No Picture Available	Receive, process, and exploit digital imagery from national systems	10-ton with 40-ft trailer	Near Real Time	EAC: 2
AN/ALQ-133 QUICKLOOK II Noncommunications Identification and Collection System	NonComms Intercept and DF.	RV-1D	G2/ Downlinks to the EPDS and distributed to the CORPS ETUT and Div THMT in minutes. EPDS can pull it as often as needed in Near Real Time.	CORPS: 6 Systems. To be replaced by GUARDRAIL Common Sensor

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
GUARDRAIL COMMON SENSOR	Integrates IGRV (COMINT) and AQL (ELINT) into single SIGINT system. Adds extremely accurate DF system called CHAALS	RC/12H-K	Near Real Time COMINT/ ELINT/DF Reports provided to multiple CTTs at Corps, div, and bde in Near Real Time.	CORPS: 2 systems [Each System has 6 aircraft]
Commander's Tactical Terminal CTT-H/R	Distribution system for GRCS & Air Force TR-1/U-2R	N/A	Near Real Time	Bde, div, corps TOCs and fire support nodes; Fielding start FY93

Present Tactical IEW Equipment

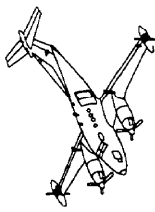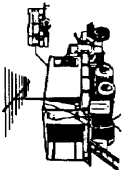| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
OV-1D (MOHAWK) with the AN/APS-94F Side Looking Airborne Radar (SLAR)	Moving target indicators on radar maps (SLAR) or Photo.	OV-1D	G2/ 3-5 + minutes real time downlink to ground station terminals at corps and ACR.	CORPS: 10 aircraft being phased out
Electronic Processing & Dissemination System EPDS	ELINT exploitation system; receive data from mulitiple national, theater, and organic ELINT/ COMINT systems	Semi-trailer & 5-ton tractor	Near Real Time	EAC: 1 system at selected MI brigades CORPS: 1 system

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
IPDS Imagery processing dissemination station & TRAC - tactical radar correlator	Receive, process, and exploit digital imagery from national and theater systems	Semi-trailer & 5-ton tractor	G2/ 10-15 + minutes Processing and communication time from target recognition through TCAE to the ASPS	CORPS: 1 system
ETUT Enhanced Tactical Users Terminal	Receive, digital secondary imagery from IPDS; correlate ELINT from EPDS via area comms or SUCCESS radio	Semi-trailer	G2/ Near Real Time	Fielded to all Corps and selected EAC MI brigades

Present Tactical IEW Equipment

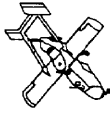| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/FSQ-144(V) TROJAN Monitor control group	SIGINT readiness system, COMINT collection system: with embedded high capacity satellite communication system	N/A	Near Real Time	EAC: 1 system at selected MI brigade garrison locations Corps: 1 system minimum Division: 1 system not deployable, see SPIRIT for deployable communications portion of this asset
Special purpose integrated remote Intelligence terminal SPIRIT plus generator trailer	Secure voice, data, message traffic, FAX SATCOM link and secondary imagery dissemination. Extends TROJAN system with a mobile, deployable SATCOM terminal	HWMMV	G2/ Near Real Time	EAC - 3 Corps - 3 Division - 3

Present Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/URR-75 CRAZYHORSE radio remote receiving set, airborne collection & location	COMINT/DF	RC-126	Near Real Time	EAC - 1
Single Source Processor SSP-S	Mobile automated US Army command, control, communication and intelligence system C3I	M931A2 5-ton truck	N/A	Selected MI brigades

Present Tactical IEW Equipment

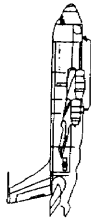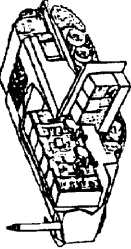| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/TSQ-152 TRACKWOLF	SIGINT HF skywave collection and DF replaces MSA-34 OUTS	M927A2 5-ton trucks	30 minutes thru imbedded systems and secure voice; data access thru ACUS	EAC: SIGINT Battalion: 1 (20 Shelters)

Emerging Tactical IEW Equipment

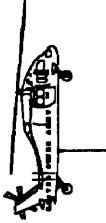| NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Pioneer UAV	Live TV video & FLIR real time to JSTARS, GSM & Pioneer ground control station; recon, surveil, targeting & target acquisition, EW, NBC, reconnaissance comm relay	5-Ton, HMMWV system prime mover	Near Real Time to CGS	1 company, 5-air vehicles, assigned to US Army Intelligence Center, available for exercise support and contingency operations
UAV - Short No picture available	Live TV video & FLIR real time to JSTARS, GSM, GCS, & Remote Video Terminal (RVT) Recon, surveil, target spot/acquisition, EW, NBC reconnaissance comm relay	Unnamed	G2/S2 Near Real Time Downlinks to 4 GCS and 8 RVT per corps and over 20 JSTARS GSM per corps 8 to 12-hrs on station	Projected: 16 airframe to corps level Fielding start FY94 EAC MI brigade fielding start FY96

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
UAV-CLOSE RANGE No picture available	Recon, surveil., target spot/ acquisition, EW, NBC Reconnaissance Comm Relay	Unnamed	G2/S2 Near Real Time 1to 6-hrs on station	Divison sevel Fielding start FY98
JSTARS GROUND STATION MODULE	Receive, process, correlate sensor and multi-source data from JSTARS, OV-1D, SLAR, and UAV, will get GRCS CTT and evolve to the common ground station; asset steerage, monitor current situation	5-ton, HMMWV, and EFVS	Near Real Time to nodes bde thru corps	Corps: 6 to be fielded Div: 6 to be fielded EAC MI brigade: 3 to be fielded Fielding start FY93

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Joint Surveillance Target Attack Radar System JSTARS	MTI radar/SAR Imagery	Boeing 707	Near Real Time to GSM	2 Prototypes currently available for contingency operations; GSMs at Division & Corps; Fielding start FY97 Objective: 20 Systems
GROUNDBASED COMMON SENSOR (HVY & LT)	ESM - intercept & DF COMINT/ELINT ECM - Jam COMINT Targeting location data	Electronic fighting vehicle system (EFVS) (HVY DIV) or HVY HMMWV (LT DIV)	G2/ Near Real Time	6 - Division (HVY & LT) Fielding start FY97/98

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
ALQ-133 Advanced QUICKFIX	HF/VHF Intercept/DF/ECM	EH-60A BLACKHAWK	G2/Near Real Time	Requirement: 6 aircraft to be fielded at division 4 aircraft to be Fielded starting FY97
ALL SOURCE ANALYSIS SYSTEM (ASAS)	Database Management, COMINT/ELINT fusion analysis & reporting; analytical spt; system/ collection management; map graphics; communications	CUCV, HMMWV, 5-Ton	G2/ Near Real Time	Division & corps Fielding start FY93 Force package 1 units only

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Army High Frequency Electronic Warfare System AHFEWS	HF EC ESM & ECM	5-ton truck	N/A	EAC: 1 Fielding FY93/94
Airborne Reconnaissance Low ARL	COMINT/IMINT	DHC-7	Near Real Time for COMINT/IMINT	EAC: 1

B-19

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/TSQ-152(V?) Enhanced TRACKWOLF	SIGINT HF Collection/DF	HMMWV	30 Minutes	EAC: 1
Mobile integrated tactical terminal MITT	Receive digital secondary imagery from IPDS and correlated ELINT via ACUS comms or SUCCESS radio; downsized follow-on to the THMT	HMMWV	G2/ Near Real Time	LT DIV: 1 System. Replaces the THMT Force package 1 only

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Forward area SID and TRAP-improved (FAST-I) No picture available	Receive digital secondary imagery from IPDS & correlated ELINT via ACUS comms or SUCCESS radio; downsized follow-on to THMT	HMMWV	Near Real Time	Fielded ILO THMT or MITT
Integrated meteorological system IIMETS No picture available	Integrate, process, model, & disseminate weather info on battlefield. Prepare weather tactical decision aids & gridded weather data base. Key to tactical weather forecast preparation.	CUCV/ HMMWV	Near Real Time	1 each: EAC Corps Division AVN Bde Sep Bde ACR Fielded 1 per SWO

Emerging Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Automatic meteorological sensor system AMSS	Senses ground weather and light data	Bumper mounted on CUCV/ HMMWV or manpacked	Near Real Time	1 each: G2/S2 Section from EAC and below. 1 each: IMET Arty MET Team
Advanced tactical aerial reconnaissance system ATARS No picture available	Tactical recce	F-15/16	Near Real Time	USAF Asset

Other Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Interrogator Teams	EPW interrogation Screening Interrogation EPWs, Screen & Debrief defectors & refugees, Screen and exploit captured enemy documents , HN liaison	Deployment Loc/ Range & duration: -Bde holding area - Bde/Div EPW cage - Corp EPW holding facility - Theater internment facility	Near Real Time - to G2/J2	Hvy Div: 2 teams Lt. Div: 8 teams Asslt Div: 2 teams Abn Div: 3 teams ACR: 1 team Corps: 8 GS teams active: 5 teams reserve [Note: "team" = 3 interrogators]
TR-1 Senior Spear/ Senior Ruby	SIGINT collection [Further description is classified]	TR-1	Near Real Time	EAC asset [Qty Classified]

Other Tactical IEW Equipment

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Counter-Intelligence Teams	OPSEC, deception, ID Enemy collection threat, Terrorism counteraction, investigations, report combat information, US forces liaison, Personnel screening ops	- Main Battle area or rear	Near Real Time	Hvy Div: 2 teams Lt. Div: 4 teams Asslt Div: 2 teams Abn Div: 3 teams ACR: 1 team Corps: 9 teams active; 8 teams reserve
Long Range Surveillance Units LRSU	Surveillance, limited recon-naissance, target acquisition, damage assessment	Div: 6-days; 15 to 80-kms Corps: 8-days; 80 to 150-kms	Pre-arranged comms windows; Near Real Time	Hvy Div: 6 teams, LRS det. Lt. Div: 4 teams, LRS det. Asslt Div: 6 teams, LRS det. Abn Div: 4 teams, LRS det. ACR: 0 team Corps: 18 teams, LRS company

Appendix C

Intelligence Training Tips for Commanders

1. Force on force free-play exercises between battalions will force both S2s to conduct IPB and collection planning against a thinking enemy.

2. Always include MI support (jammers, radio intercept, GSRs, and interrogation teams) in your training exercises - particularly for free-play **exercises.**

3. Always have your S2/G2 produce situation templates before developing an OPORD. Never accept just the enemy's probable COA - demand the set of possible enemy COAs, prioritized by likelihood, and make him explain why he selected the most probable COA.

4. Always have your staff wargame multiple enemy COAs against friendly COAs. Ensure they record the results of the session in a BOS synchronization matrix and a DST.

5. Always have your brigade S2/G2 develop an intelligence synchronization matrix to support your maneuver plan. (The brigade S2 could include it as part of the BOS synchronization matrix.)

6. Always hold your G2 and MI unit commander responsible for meeting the deadlines for obtaining intelligence when you need it.

7. Train your S2 and his analysts to make predictive analysis. Make them explain what they have done to confirm their predictions and to cover other enemy COAs.

8. Always think of your battle staff as a unified team. Scrutinize their logic when they present IPB, friendly and enemy COAs, staff recommendations, etc. Make them conduct the command estimate process often.

9. Teach your S2 and his staff friendly tactics.

10. Conduct staff after action reports (AARs) after free-play exercises. Make the S2 brief "what he thought happened" before the opposing force (OPFOR) commander briefs what really happened. Have the S2 thoroughly examine his mistakes in light of the ground truth. Give him a chance to learn from his mistakes.

11. Following your unit's AAR, have the S2 conduct an AAR for the supporting MI unit. What do **they** think happened?

12. At division and corps, include language training as a fundamental part of your training and command inspection programs. Know the language proficiency of your intercept operations and interrogators.

13. Have the S2 incorporate elements of a contingency threat in all training **exercises.**

14. Introduce civilian role players (sympathetic, neutral, and hostile) into your training exercises. Evaluate how well soldiers identify and deal with each type. Also evaluate how well your interrogators and CI personnel elicit tactically relevant information from them and report it in a timely manner.

15. Get your S2 "out on the line" often. Ensure that he is intimately involved in training and evaluating your scouts. Have him brief and debrief scouts, frontline commanders, and patrols whenever possible.

16. Ensure the S2/G2 gets to physically see the battlefield to facilitate his understanding of the terrain analysis process.

17. Incorporate BDA, synchronization, and intelligence reporting into as many training exercises as possible.

18. Ensure IPB does not become only the S2's product. Instead, insist that the entire staff contribute in their areas of expertise. You need to participate too.

19. Ensure the S3 briefs the DST when it is presented. This ensures a fully integrated concept of operations.

20. Make your S2 and S3 train together in the routine development of operations, plans, and measures to support deception operations.

21. Ensure a field artillery intelligence officer is fully integrated into the G2's targeting cell to incorporate changes in targeting priorities, to emphasize the employment of ECM, and to ensure prompt recognition of targeting priorities.

22. Require the integration of the G2 plans section, terrain detachment, and USAF weather detachment with the G3 plans section. Evaluate their ability to work as a team in effectively anticipating and creatively satisfying future requirements.

23. Ensure the S2/G2 and the MI unit commander work as a team. The S2/G2 is the senior partner with the MI commander directing the employment of his assets to satisfy the S2/G2's requirements.

24. Ensure the S2 proposes new PIR for your approval each time the situation changes, and that he doesn't enact PIR without your approval. The same applies to targeting priorities.

25. "Jump" the main command post frequently to train the S2 in measures required to keep track of the battle and execute battle handover with the TAC CP.

26. Ensure you and the S3/G3 react to new intelligence provided by the S2/G2 and are prepared to change your concept of the operation based on that intelligence.

27. Check periodically with your S2/G2, MI unit, and other collection assets to ensure they are working on the same intelligence priorities--yours.

28. Reports from elements in contact rarely contain all the desired elements (SALUTE). Make reporting a priority training task.

29. Always make your S2/G2 answer the "so what?" test, and tell you the significance of the information or intelligence he is providing to your plan or concept of operation.

APPENDIX D

ANNOTATED REFERENCES

Intelligence Concept	Best Reference for Further Reading
Common Understanding of the Battlefield	FM 34-3, Intelligence Analysis; Chapter 5 (Referred to as both the "Shared Conceptual Model" and "Threat Model" in this FM.)
Situation Development	FM 34-3, Chapter 6.
	FM 34-1, Intelligence and Electronic Warfare Operations; pages 1-1 and 3-1.
Target Development	FM 34-3, Chapter 7.
	FM 34-1, page 3-1.
	FM 6-20-10, Targeting, Chapter 1 through 4.
The Intelligence Cycle	FM 34-3, Chapter 2.
Intelligence Preparation of the Battlefield	FM 34-130, Intelligence Preparation of the Battlefield; Chapter 4.
Intelligence, Command Estimate Process, and Wargaming	FM 34-130, Chapter 3 and Chapter 5.
	Fort Leavenworth Student Text 100-9, Techniques and Procedures for Tactical Decision Making; Chapter 7 (especially section 7-8 on page 7-30).
Reconnaissance and Surveillance	FM 34-2-1, Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance; Chapters 4, 6, and 7.
CollectionManagement	FM 34-2, Collection Management; Chapters 3 and 4, Appendix A.
Processing and Analysis	FM 34-3, Chapters 5 and 6.

GLOSSARY

ASPS - All Source Production Section. A section of the CTOCSE/DTOCSE under the staff supervision of the G2. It supports the commander with all-source intelligence production. Primary functions include processing intelligence, IPB, and maintaining intelligence data bases.

BDA - Battle Damage Assessment. The continual assessment of enemy strength and the effect of your operations on the enemy.

BICC - Battlefield Information Coordination Center. A subsection of the battalion/brigade S2 section. It provides detailed control and coordination of intelligence collection, production, and dissemination, thus freeing the S2 from routine tasks so he can better manage the overall intelligence effort.

CI - Counterintelligence. Intelligence activities we take to detect, evaluate, counteract, or prevent hostile intelligence collection, subversion, sabotage, terrorism, or assassination directed against our forces.

CIAS - Counterintelligence Analysis Section. A section of the CTOCSE/DTOCSE under the staff supervision of the G2. It assists in determining the risk the enemy intelligence threat poses to friendly operations. It plans and recommends mission taskings for CI assets and works closely with the OPSEC support element to fulfill the G3's OPSEC responsibilities.

CM&D - Collection Management and Dissemination. A section of the CTOCSE/DTOCSE under the staff supervision of the G2 that directs collection missions and disseminates the required intelligence to the user.

CM - Collection Management. The process of formulating detailed collection requirements, requesting or tasking collection agencies for required information, and disseminating intelligence. The primary purpose of CM is to answer the commander's PIR. The secondary purpose of CM is to answer the IR of other intelligence consumers.

COMINT - Communications Intelligence. Intelligence derived from the intercept and analysis of enemy radio transmissions through various communications modes to include voice, Morse code, analog or digital data, teletypewriter, and facsimile.

C/DTOCSE - Corps/Division Tactical Operations Center Support Element. Staff section that operates under the staff supervision of the G2 and G3. It provides the G2 with intelligence and CI planning and collection management,

production and dissemination. It supports the G3 with EW, OPSEC, and deception planning.

CUB - Common Understanding of the Battlefield. How you, the S2, and the rest of your staff perceive the battlefield. The "battlefield" includes the sum total of all that is known or perceived of friendly forces, enemy forces and the AI. Also called the Shared Conceptual Model or the Threat Model.

DF - Direction Finding. The simultaneous intercept of a radio signal by two or more intercept stations that provides the location of the source.

DP - Decision Point. The point at which the commander or staff plans to make a friendly decision. Because the decision is dependent on an enemy action, the point is always associated with a NAI or indicator, and either an IR or a PIR.

DST - Decision Support Template. This is the **graphic** record of the wargaming process. The BOS Synchronization Matrix is the **written** record of wargaming. The two products are interdependent and mutually supporting. Initially, one DST is prepared for each friendly COA developed by the S3. Each enemy COA developed by the S2 is wargamed against this friendly COA. Friendly actions required to defeat or pre-empt enemy actions are recorded graphically on the DST and written onto its associated BOS Synchronization Matrix. The DST for the friendly COA selected by the commander is further refined by the staff and used to synchronize the OPORD and to cue the commander of important decisions during the battle.

ECCM - Electronic Counter Counter Measures. The part of EW involving actions taken to retain effective friendly use of the electromagnetic spectrum.

ECM - Electronic Counter Measures. The part of EW involving actions taken to prevent or reduce effective use of the electromagnetic spectrum by the enemy; for example, jamming.

EEFI - Essential Elements of Friendly Information. Critical information regarding specific friendly intentions, capabilities, and activities that may be a focus for enemy intelligence collection.

ELINT - Electronic Intelligence. Intelligence derived from the intercept and analysis of threat noncommunications emissions to include radars, transponders, repeaters, and beacons.

ESM - Electronic Warfare Support Measures. That part of EW involving actions taken to search for, intercept, locate, and identify sources of enemy electromagnetic emissions for the purpose of immediate threat recognition.

EW - Electronic Warfare. Use of electromagnetic energy to determine, exploit,

reduce, or prevent enemy use of the electromagnetic spectrum and action that retains friendly use of the electromagnetic spectrum.

FAIO - Field Artillery Intelligence Officer. A member of the FSE who operates in the ASPS of the DTOCSE. He helps identify targets and target development requirements, reports identified targets to the FSE, screens intelligence for its application to targeting requirements, and coordinates cuing of MI collection systems from information developed by artillery target acquisition systems.

HPT - High Payoff Target. These are a subset of HVTs which, if successfully attacked, will facilitate the friendly operation. HPTs are approved by the commander and associated with a specific friendly COA.

HUMINT - Human Intelligence. Intelligence collected from human sources, to include combat soldiers, enemy prisoners of war, captured documents, LRSU, low level source operations, overt activities (liaison, interpreter, etc.), and open source exploitation (news media).

HVT - High Value Target. Enemy elements which, if successfully attacked, will cause the enemy operation to fail. HVTs are associated with a specific enemy COA.

IEW - Intelligence and Electronic Warfare. The combined application of intelligence, electronic warfare, and counterintelligence to perform the mission essential IEW tasks of situation development, IPB, indications and warning, target development and EW targeting, BDA, and force protection.

IEWSE - Intelligence and Electronic Warfare Support Element. The support element that is organic to the MI battalion S3 section which collocates with each of the three maneuver brigade S2 sections to advise the brigade commander and staff on the integration and use of MI assets to support the brigade's battles. The IEWSE relays brigade mission tasking to the MI battalion TOC, where the TCAE adds technical data and tasks the EW element.

IEWSO - The Intelligence and Electronic Warfare Support Officer. The IEWSO is the officer in charge of the IEWSE. He is the liaison between the MI battalion, IEW company team, and the brigade commander and staff. He advises the brigade commander and staff on the integration and use of MI assets to support the brigade's battles, assists the brigade S2 and S3 in planning the use of supporting MI assets and in preparing taskings, and ensures rapid dissemination of collected combat information from MI elements, as directed by the brigade commander.

IMINT - Imagery Intelligence. Intelligence obtained from the analysis of radar, photographic, infra-red, and electro-optical imagery.

INTREP - Intelligence Report. There is no set format for the INTREP. It is tailored for the decision maker.

IPB - Intelligence Preparation of the Battlefield. The process which predicts possible enemy courses of action through the analysis of the battlefield, enemy doctrine and the current situation.

IR - Intelligence Requirement. Intelligence gaps that must be filled in order to reduce the uncertainties associated with the successful execution of a specific friendly COA. Each is linked to a specific enemy action that requires a friendly response. Each must be situational templated and wargamed. Your wargaming will dictate which IRs become Priority Intelligence Requirements (PIR) as the mission runs its course.

NAI - Named Area of Interest. An area on the ground which, when observed, will either confirm or deny an enemy course of action.

OPSEC - Operations Security. All actions taken to prevent the enemy from gaining knowledge of friendly operations. The G3 has staff responsibility for OPSEC, but the G2 has a major role in recommending OPSEC actions.

PIR - Priority Intelligence Requirement. Those Intelligence Requirements (IRs) for which a commander has an anticipated and stated priority in his task of planning and decision making. Wargaming will dictate which IRs become PIRs as the mission runs its course.

RII - Request for Intelligence Information. Requests for information based on unit or command intelligence requirements.

SIGINT - Signals Intelligence. Intelligence derived from the intercept, analysis, and exploitation of enemy radio electronic emissions.

TAI - Target Area of Interest. An area on the ground where friendly action can adversely affect an enemy force.

TCAE - Technical Control and Analysis Element. The focal point in the MI brigade/battalion S3 for the exchange of SIGINT and EW intelligence. The TCAE maintains and provides technical data (enemy call signs, frequencies, etc.) to subordinate TCAEs and collection assets, and exchanges data with higher, lower, and adjacent TCAEs and allied EW units. The TCAE (especially at a division MI bn) tasks, controls, and coordinates collection and jamming assets.

TECHINT - Technical Intelligence. Intelligence concerning foreign technological developments, and the performance and operational capabilities of foreign weapons and equipment.

TVA - Target Value Analysis. The process used in conjunction with IPB to identify high value and high pay-off targets.
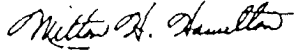
UAV - Unmanned Aerial Vehicle. Remotely piloted small-frame fixed-wing aircraft that provide near real-time imagery intelligence to tactical commanders.

By Order of the Secretary of the Army:

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

OFFICIAL:

MILTON H. HAMILTON
*Administrative Assistant to the
Secretary of the Army*
02322

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