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NORTH ATLANTIC TREATY ORGANIZATION (NATO)

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NATO LETTER OF PROMULGATION

18 January 2016

1. The enclosed Allied Intelligence Publication AIntP-11, Edition A, Version 1, NATO INTELLIGENCE TRAINING, which has been approved by the nations in the Military Committee Joint Standardization Board, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2555.

2. AIntP-11, Edition A, Version 1, is effective upon receipt.

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4. This publication shall be handled in accordance with C-M(2002)60.

Edvardas MAŽEIKIS
Major General, LTUAF
Director, NATO Standardization Office

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RESERVED FOR NATIONAL LETTER OF PROMULGATION

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.	

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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
LVA	Latvian Armed Forces intelligence personnel in national training facilities are trained only under the Basic Training Program. Training under the Advanced (NATO SPECIFIC) Training Programmes is conducted in foreign countries (NATO or partner nations).

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CHAPTER ONE

INTRODUCTION

0101. Background

a. The first edition of the STANAG 2555, ratified in 2010, established the terms basic, advanced and specialized training. It was the first time in NATO's history that Nations attempted to define a minimum level of proficiency for intelligence personnel. Since then however, it became essential to update the Standard, to clarify the national and NATO intelligence training responsibilities under the auspices of NATO Education and Training Policy.

b. The urgency to provide Nations the detail to adapt their national training programmes has increased due to the near-term reduction of operations in Afghanistan [which served as a means to drive NATO's Level of Ambition (LoA) and Nations' willingness to fund training]. Maintaining intelligence proficiency and readiness is fundamental to conducting effective NATO operations. The provision of timely, accurate and relevant intelligence is vital to supporting commanders and staff at all levels in NATO. In order to achieve this, there is a critical requirement for all commands to have appropriately trained personnel assigned to intelligence posts.

c. Therefore, it is vital for NATO to define the minimum intelligence proficiency standard required for NATO service, so nations are able to deliver basic pre-requisite training, which NATO cannot provide within a single tour of duty. Personnel who are unfit to meet minimum standards could negatively impact the Alliance's intelligence readiness, since individual performance is the driver for collective proficiency within NATO.

0102. Purpose

To establish a minimum standard of competency required for national personnel who will serve in NATO Peacetime Establishment (PE) or Crisis Establishment (CE) positions with functional duties within the core-competency areas identified in this standard.

0103. Aim

NATO Allies and Partners[1] (hereafter referred to as Nations) that bid for intelligence

[1] Within this document, "partners" refers to Partnership for Peace (PfP), Mediterranean Dialogue (MD), and Istanbul Cooperation Initiative (ICI) countries as well as those partners across the globe with a partnership programme with NATO, **unless otherwise state**.

positions must ensure that their national training programmes, or training provided under bilateral agreement with another nation, produce personnel with the requisite proficiency to serve in NATO intelligence billets. As so, the NATO Command Structure (NCS) and NATO Force Structure (NFS) could subsequently manage the delivery of advanced training to meet NATO requirements.

0104. **Scope**

a. This standard applies to all Nations providing personnel to serve in NATO PE or CE positions generally described by the Core Competency Areas (CCA).

b. In addition, this standard does not replace NATO's responsibility to publish Job Descriptions (JD), which include the required training that will help individuals achieve the level of proficiency described by the NATO Occupational Codes (NOC). Combined with the JDs, this standard serves as the basis upon which nations could assess and train their personnel for service in NATO positions.

0105. **NATO Intelligence Education and Training (E&T) Policy and Governance**

a. NATO Training Policy [MC 458 NATO Education, Training, Exercises and Evaluation – (ETEE)[2]] underscores the Nations' responsibility to train their personnel for service in NATO, provides the framework for governance within each E&T discipline, and presents global programming as a tool for training managers to assess operational requirements against training delivery.

b. Governance: The NATO Intelligence E&T Plan [Intelligence Strategic Training Plan (ISTP)] establishes the NATO Intelligence Training Working Group (NITWG), chaired by ACT, as the Annual Discipline Conference for Intel E&T governance. Within the NITWG, the NCS, NFS and the national representatives discuss and propose the CCAs for inclusion in this standard.

c. Global Programming constitutes requirements analysis, training design activity and Quality Management (QM), in accordance with NATO ETEE Policy. Training Requirements Analysis (TRA) and Training Needs Analysis (TNA) enable managers to identify potential gaps in training delivery and close the gaps under NATO approved solutions.

d. Within this standard, the Core Competency Requirements (CCR), primarily derived from TRA and TNA activity, are the foundation for the development of NATO JDs and comprehensive national training programmes to harmonize national and NATO-required levels of proficiency. The CCRs, with their respective Depth of Knowledge (DoK), are provided to ensure commonly accepted training

[2] Bi-Strategic Command Directives (Bi-SCD) 75-2, NATO Education and Training, 75-3 Collective Training and 75-7 Individual Education and Training are the principle documents which NATO personnel should reference to illustrate how NATO policy should be applied within the NCS and NFS.

validation and evaluation metrics. Whilst Nations are encouraged to implement this standard to improve training delivery, the NCS/NFS must reference the basic CCRs as pre-joining qualifications in the JDs. Further incorporation of the advanced CCRs can help leaders manage their subordinates' training requirements. JD assessments and PE/CE reviews provide national and NATO leaders a feedback mechanism to ensure new requirements are captured in future versions of this standard through the global programming process.

e. Intelligence training managers (Nations, NATO affiliated agencies, NCS and NFS elements) should reference both national (basic) and NATO-specific (advanced) core competences to ensure training meets NATO requirements and there are minimal gaps between the national proficiency level and the proficiency level required for the PE or CE position.

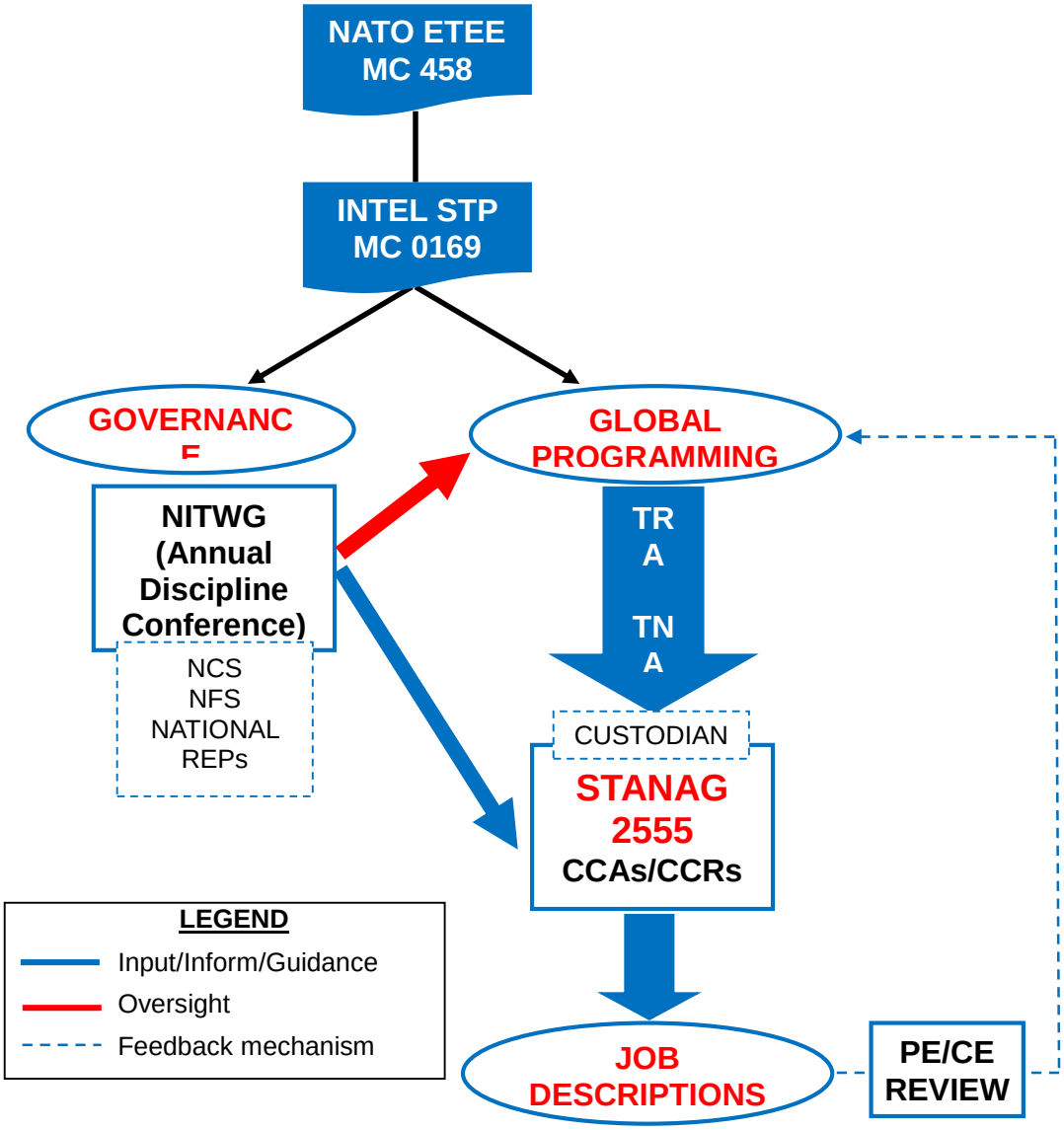

Figure 1: Roles, Responsibilities and Relationships for E&T Management

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CHAPTER 2

ROLES AND RESPONSIBILITIES

0201. Responsibilities

Basic intelligence training rests with nations whilst the responsibility to provide advanced intelligence training rests on the NCS and the NFS.

0202. National Responsibility

a. Nations providing personnel to serve in NATO Intelligence PE or CE positions must educate and train their personnel and qualify them to perform up to the minimum CCRs, specified in Annex A - Basic Training. The fulfilment of the CCRs could be achieved through course attendance and experience gained through "on the job training".

b. Nations are encouraged to adapt their national training programmes as needed across the continuum, from individual E&T to collective training and exercises, to ensure personnel are trained in accordance with the JD[3] specifications. The DoK[4] assessment Tool (Annex C) is provided to assist training managers in adapting programmes to meet the CCRs. Meeting basic CCRs through national training serves to improve the qualifications of all national candidates under consideration to fill specific PE/CE billets.

c. Nations without the capacity to train their personnel should consider all available training opportunities (resident, distance learning, mobile training, etc.) within NATO and offered by other Nations. The Education and Training Opportunities Catalogue (ETOC), accessible via www.act.nato.int, is NATO's online database of courses. Operational partners and potential future partners may request to register for training within security limits and on a case by case basis. Coordination of all other training needs can be done either through the NITWG or directly with ACT, Joint Force Trainer (JFT).

0203. NATO Responsibility

a. This section pertains to all NATO agencies, NATO HQ, NCS and NFS elements. Once nationally trained personnel enter a NATO PE or CE post, those personnel participate in NATO advanced training, commensurate with their JD, to enhance

[3] NATO Occupational Codes are listed in the Job Descriptions. They are a tool to assess individual proficiency. The Core Competency Requirements are a tool to guide training programmes.

[4] BI-SC Directive 75-2, Education and Training, October 2013.

individual and collective proficiency.

b. **SHAPE**: Supreme Headquarters Allied Command Europe (SHAPE), as the Requirements Authority (RA), articulates the operational requirements as a function of TRA for all functional disciplines, including intelligence (per MC0458 and ISTP).

c. **HQ, SACT**: Through the NITWG, ACT exercises the role of the Department Head Coordinator (DHC) for the intelligence E&T discipline. As such, ACT is responsible for coordinating the overall delivery of intelligence training and governance within the discipline. Likewise, ACT ensures national offers/training solutions are advertised.

d. **NCS/NFS Commands**: As previously discussed, ACO commands must review/update JDs using the minimum CCRs in this standard. Commands are also encouraged to report changes in job requirements through the NITWG and/or through the PE/CE review process.

e. NATO maintains close contact with military and civilian centres of learning (Nations' Defence Colleges and Universities), in order to keep abreast of emerging developments and new concepts and ideas that could assist and improve NATO advanced training. Although there are many formal and informal venues for this to occur, the NITWG is the primary forum for formal exchange of developments and concepts to be captured in a record of discussion.

ANNEX A

BASIC TRAINING

A01. **CCAs**

The following CCAs are identified in terms of individual training:

a. Intelligence Surveillance Reconnaissance (ISR) Leadership /Management

b. ISR Operational Planning

c. Intelligence Requirements Management & Collection Management (IRM&CM)

d. Knowledge Management (or National Equivalent)

e. All Source (Exploitation, Fusion, Analysis, Production)[5]

f. Intelligence Support to Targeting

g. Functional Support and Systems Specialist

h. Geospatial Support

i. Imagery and Imagery Intelligence (IMINT)

j. Human Intelligence (HUMINT)

k. Counter Intelligence (CI)

l. Open Source Intelligence (OSINT)

m. Signals Intelligence (SIGINT), Electronic Warfare (EW) and Spectrum Management (SM)

n. Security Activities

[5] These terms are included within the 3rd step of the NATO Intelligence Cycle labelled “Processing” and are used here to describe the specific actions so all Nations understand the meaning.

A02. CCRs for Basic Training

This section provides a list of the basic level skills, knowledge and competency that national personnel are required to possess before they arrive in an NATO PE/CE post in their respective field.

a. ISR Leadership/Management

Able to:

(1) Harmonize ISR operations with the operations and intelligence cycle. (DoK 200)

(2) Comprehend how intelligence contributes to the estimate of the situation (as defined by the respective national authority) for planning, decision-making, conduct of operations, combat assessment and determining future national requirements. (DoK 300)

(3) Provide direction and guidance that links Commander's information and intelligence requirements to ISR operations. (DoK 200)

(4) Understand land, sea, and air ISR products and integration process. (DoK 200)

(5) Have a general knowledge of ISR (all disciplines) resources, capabilities and limitations. (DoK 100).

(6) Comprehend how to appropriately respond to a NATO Combined Joint Statement of Requirements (CJSOR) by assessing national capabilities and recommending a course of action to inform a national decision that best supports the NATO request. (DoK 300)

(7) Deal with the national intelligence and operational systems and services that support the conduct of requirements management, collection management and ISR. (DoK 200)

b. ISR Operational Planning

Able to:

(1) Comprehend national apportionment and allocation of organic and assigned ISR assets. (DoK 200)

(2) Utilize oral briefing techniques and written correspondence to articulate to senior command and staff members the ISR strategy in support of the

Commander's objectives. (DoK 200)

(3) Plan, coordinate and synchronize (coordinate, allocate and task) land, sea and air national ISR with Commander's intent, directed actions and associated requirements. (DoK 200)

(4) Understand how to maximize the capabilities of national ISR assets to answer Commander Critical Intelligence Requirements (CCIR). (DoK 200)

(5) Develop intelligence collection strategies and translate those into specific schemes of manoeuvre (for a strategic ISR position). (DoK 200)

(6) Create operational level specific and mission-type orders for collection operations. (DoK 200)

(7) Understand land, sea, and air (inclusive of Special Operations Forces) ISR products and integration process. (DoK 200)

(8) Understand how intelligence supports planning, decision-making, conduct of operations, assessment. (DoK 200)

(9) Recall the emerging and fleeting targets, dynamic tasking/cross cue of ISR assets. (DoK 100)

(10) Recall the suitability of collection based on reliability guidance and policy. (DoK 100)

(11) Develop a broad knowledge of appropriate imagery collection platforms (capabilities and limitations). (DoK 100)

(12) Recommend national collection employment taking into account limitations and ACO collection capabilities. (DoK 200)

(13) Understand the intelligence disciplines and how they apply to NATO ISR assets, capabilities, tasking and planning. (DoK 200)

(14) Recall the NATO targeting process. (Dok 100)

c. **IRM&CM**

Able to :

(1) Understand how land, sea, and air intelligence supports planning, decision making, conduct of operations, assessment. (DoK 200)

(2) Recall NATO ISR standards, products, strategic and operational level processes, capabilities and limitations. (DoK 200)

(3) Understand the intelligence disciplines and the intelligence cycle. (DoK 200)

(4) Understand how to translate Requests for Information (RFIs) into Intelligence Requirements (IR) and systematically document and monitor IRs to completion. (DoK 200)

(5) Translate IRs into collection requirements. (DoK 200)

(6) Use current national processes, procedures and tools to assign IRs to the appropriate ISR asset. (DoK 200)

(7) Understand what national collection is available, how to request it, the capabilities and limitations of the assets, and how the national collection is employed. (DoK 200)

(8) Understand the methods for managing ISR and how to adapt to dynamic requirements. (DoK 200)

(9) Demonstrate an understanding of the purpose and methods of dynamic re-tasking. (DoK 200)

(10) Understand how collection assessments are integrated into the intelligence cycle. (DoK 200)

(11) Understand the basic principles of the IRM system. (DoK 200)

(12) Understand the role of intelligence requirements managers and collection managers. (DoK 200)

(13) Understand how ISR exploitation and dissemination accomplished and how to engage with exploitation and dissemination entities to ensure satisfaction of ISR requirements and their availability to the stakeholder. (DoK 200)

(14) Understand functionalities and capabilities of national intelligence tools and how they integrate into NATO Intel tools such as NATO Intel Tool Box (NITB) and systems such as the Battlefield Information Collection and Exploitation System (BICES). (DoK 200)

(15) Understand NATO and national intelligence requirements, capabilities and limitations and to use these capabilities in order to fulfil NATO Priority Intelligence Requirements (PIR), Specific intelligence Requirements (SIR) and Essential Elements of Information (EEI). (DoK 200)

(16) Develop a comprehensive knowledge of how to identify and develop EEIs for inclusion in an Intelligence Collection Plan (ICP). (DoK 200)

(17) Integrate land, sea and air collection requests into the ICP in support of planning, decision making, conduct of operations and assessments. (DoK 200)

(18) Develop and maintain an intelligence collection synchronization matrix (includes intelligence and surveillance collection). (DoK 200)

(19) Create graphics and matrixes as needed, to illustrate/present Collection Plan Analysis (CPA). (DoK 200)

(20) Understand how to integrate intelligence (N/G/J2) and operations (S/G/J3) to maximize the effectiveness of Joint and Operational ISR. (DoK 200)

(21) Understand the processes for assessing collection and to use that information to identify and address intelligence gaps. (DoK 200)

(22) Understand role, composition and relationship among the different intelligence boards. (DoK 200)

(23) Understand targeting priorities and recognize interrelationships among targets to determine functionally how to develop collection support. (DoK 200)

(24) Use the appropriate language with different asset culture concepts such as Electro-Optical (EO), Infra-Red (I-R), Full Motion Video (FMV), etc. (DoK 200)

(25) Recall the basic practices for collecting FMV, EO/IR, Synthetic Aperture Radar (SAR), Ground Moving Target Indicator (GMTI), SIGINT, HUMINT, and Measurement and Signature Intelligence (MASINT) (change detection) in support of operations. (DoK 200)

(26) Document collection shortfalls and non-collect occurrences to develop trends and shares with subordinates and agencies. (DoK 200)

(27) Understand subordinate ISR capabilities, assets, effects and enabling organizations. (DoK 200)

(28) Recall NATO ISR standards and capabilities to include information exchange requirements, formats, products and interoperability. (DoK 200)

(29) Understand the NCS, NFS, NATO affiliated organizations [i.e. NATO Intelligence Fusion Centre (NIFC), National Intelligence Cell (NIC), etc.] and the role and responsibilities of NATO Nations and partners supporting NATO operations in order to fully leverage their capabilities. (DoK 200)

(30) Convert a RFI list into EEIs in support of collection plan development. (DoK 200)

(31) Implement systems which enable the timely processing and dissemination of collected information to consumers. (DoK 200)

d. **Knowledge Management (or National Equivalent)**

Although this term is not an overall part of all Nations' intelligence thinking, every Nation is expected to train their personnel to understand information assurance in the context of accessing, storing, using data that is collected from various sources. Knowledge Management should be an integrated mind-set in all intelligence personnel in NATO staffs with comprehensive focus. Refer to advanced core competencies for CCRs.

e. **All-Source Exploitation, Fusion, Analysis and Production**

Able to:

(1) Understand how all source analysis contributes to the intelligence cycle. (DoK 200)

(2) Understand how intelligence analysis supports current and future operations. (DoK 200)

(3) Understand how land, sea, and air intelligence supports planning, decision making, the conduct of operations, and strategic and operational assessments. (DoK 200)

(4) Understand relevant, useful, timely, accurate, complete and predictive land, sea, and air ISR products and how to ensure effective integration with the customers' processes. (DoK 200)

(5) Understand ISR resources (all disciplines), capabilities and limitations in general. (DoK 200)

(6) Understand analytical principles, methodologies and tools, network/link pattern analysis and trend analysis. (DoK 200)

(7) Effectively communicate a written and oral analysis. (DoK 200)

(8) Understand IRM&CM principles, RFI procedures and how strategic collection coordination is integrated into the intelligence cycle. (DoK 200)

(9) Understand how ISR operations and collection coordination at the operational level are integrated into the intelligence cycle. (DoK 200)

(10) Understand how intelligence analysis supports the targeting cycle for lethal or non lethal targeting. (DoK 200)

(11) Identify system strengths, weaknesses and vulnerabilities, as well as related leverage points and essential key elements in the relevant domains. (DoK 200)

(12) Identify information and knowledge gaps, initiate RFI or collection requirements. (DoK 200)

(13) Use other analysis methodologies (event or topic analysis based on special subjects, gap analysis, capability and force ratio analysis, generic pattern analysis, course of action analysis, effects analysis), to complement System of Systems Analysis (SoSA). (DoK 200)

(14) Identify the most effective political, military, civil and economic instruments available to achieve the desired effects. (DoK 200)

(15) Prepare and deliver comprehensive briefings to working groups and boards involved in planning, execution and assessment processes. (DoK 200)

(16) Apply the concepts of all source fusion and production and to enable the intelligence staff component to contribute to the commander's situational awareness and decision making ability. (DoK 300)

(17) Understand the national intelligence cycle as well as the ISR and targeting cycles. (DoK 200).

(18) Understand the methodology of conducting a SoSA (or national equivalent) over the Political Military Economic Social Information and Infrastructure (PMESII) spectrum. (DoK 200)

(19) Understand how to develop timely assessments and products on PMESII issues pertaining to adversarial forces and entities or other Non-NATO actors. (DoK 200)

(20) Understand how to exploit single source intelligence and then fuse the assessments into all source products that support decision making. (DoK 200)

(21) Be exposed to threat network analysis and identification of Area of Responsibility (AOR) and Area of Intelligence Interest (AOII). (DoK 100)

(22) Understand how to diagram human networks of significance to the operation and to share the analysis with intelligence analysts and leaders across the commands. (DoK 200)

(23) Be exposed to classification markings and the concepts of foreign disclosure principles applied to intelligence production (within the security limitations of the command). (DoK 100)

(24) Understand critical thinking, analytical principles, methodologies, techniques and the use of relevant tools. (DoK 200)

(25) Provide staff expertise to integrate intelligence, ISR and JISR cycles into the operations and targeting cycle. (DoK 200)

(26) Control classified information. (DoK 200)

(27) Develop indicators with high diagnostic value. (DoK 200)

(28) Produce an intelligence product in support of operations and planning. (DoK 200)

(29) Understand how to simulate “IF-causes” based on scenario requirements (potential effects, side-effects, cascading effects). (DoK 200)

f. **Intelligence Support to Targeting**[6]

Apply to all intelligence and JISR-related personnel, either specialized operators or staff officers, all collectively involved in the full targeting spectrum and effects synchronization (especially within the lethal and non-lethal areas), and those who take part in the joint targeting process[7]. NATO doctrinal references are provided for the explanation of terminology. The aim is for national intelligence personnel to meet a threshold of understanding on these foundational skills and knowledge to integrate into a NATO intelligence support to targeting or targeting section. A specialist has to be able to:

(1) Understand the concept of a comprehensive operation, the associated Operational Planning Process (OPP) and command organization, and how the targeting process and the synchronisation of effects apply to them. (DoK 200)

(2) Develop a foundational comprehension of how each intelligence sub-discipline and JISR[8] activities support the targeting cycle, and how their respective processes mutually interact. (DoK 100)

(3) Understand the national caveats for targeting, the national targeting cycle, its constitutive steps and their respective associated processes, and how

[6] As defined in AJP 3.9 - Section VII - Intelligence Support to Joint Targeting.
[7] According to AJP 3.9 and AJP 3.10.
[8] According to AJP 2.0 and AJP 2.7.

they interact with the NATO ones. (DoK 200)

(4) Understand a Target System Analysis[9] (TSA) and the conduct of its activities. (DoK 200)

(5) Understand the concepts and techniques of Measures of Performance (MOP) and Measures of Effectiveness (MOE) in support of assessment, for both lethal and non lethal ops (i.e. Info Ops). (DoK 200)

(6) Comprehend a Collateral Damage Estimate (CDE) methodology, weaponeering, target audience analysis procedures and techniques, and how to apply them into the targeting processes. (DoK 300)

(7) Understand the fundamentals of Combat Assessment (CA) and Battle Damage Assessment (BDA), and their associated tools and techniques. (DoK 200)

(8) Understand the development of a target folder and the presentation of accurate and valid targeting information to ensure selection for processing. (DoK 200)

(9) Understand the definition, characterization and selection of targets, the various prioritized target lists, and their development and maintenance. (DoK 200)

(10) Understand the Time Sensitive Targeting[10] (TST) and the subsequent dynamic planning, tasking and coordination of JISR assets for support. (DoK 200)

(11) Comprehend target development, vetting, validation, nomination and prioritization across the levels of a command structure. (DoK 200)

(12) Understand how whole of staff supports the joint targeting process. (DoK 200)

(13) Understand lethal and non-lethal capabilities and effects. (DoK 200)

(14) Understand Rules of Engagement (ROE) requirements related to targeting. (DoK 200)

(15) Understand Fires Coordination Order (FCO) and Air Task Order (ATO). (DoK 200)

(16) Understand and describe the targeting functionality/role throughout the

[9] According to AJP 3.9 - Section VII - Intelligence Support to Joint Targeting.
[10] According to AJP 3.9, AD 80-70 and AM 80-70.

targeting mechanism. (DoK 200)

(17) Understand target development at the strategic, operational or tactical level. (DoK 200)

(18) Apply the principles of prioritization, Target Engagement Authority (TEA), national caveats, desired effects and acceptable risk. (DoK 200)

(19) Understand the target materials. (DoK 200)

(20) Understand how each intelligence discipline supports the targeting process. (DoK 200)

(21) Understand the operational message format. (DoK 200)

g. **Functional Support and Systems Specialist**

Able to:

(1) Fully comprehend network diagrams and possesses advanced skills to proof, read and modify them. (DoK 300)

(2) Understand national intelligence Communication and Information Systems (CIS) tools and applications. (DoK 200)

(3) Understand national classification caveats with regards to foreign disclosure, information sharing, challenges and limitations. (DoK 200)

h. **Geospatial Support**

Able to:

(1) Understand national and NATO geospatial doctrine, processes and procedures. (DoK 200)

(2) Understand the capabilities, capacities and limitations in using geospatial analysis, systems and sensors to contribute to intelligence estimates and knowledge development. (DoK 200)

(3) Understand the processes for the acquisition, creation, distribution and management of Geospatial Information (GEOINFO) and Geospatial Intelligence (GEOINT). (DoK 200)

(4) Act as an Action Officer for geospatial issues within an intelligence domain. (DoK 200)

(5) Apply the geospatial systems architecture and support mechanisms to national equivalent Functional Area Services (FAS). (DoK 200)

(6) Demonstrate competency in geospatial production software by developing products supporting decision making and analysis. (DoK 200)

i. **Imagery and IMINT**

(1) Several IMINT positions and profiles currently exist in the NATO PE and are reflected into the consequent JDs. Due to an increasing reliance on imagery-based products[11], this trend is to be reaffirmed in the future, notably after the NATO Allied Ground Surveillance Force (NAGSF) becomes IOC in 2017. Those positions with access to various raw imagery data to process, exploit, analyze and use to produce imagery intelligence, are labeled Imagery Analysts (IA), and as Surveillance Operators (SO), specifically for SAR and GMTI exploitation in AGS. The other positions dealing with imagery-based final products, IMINT outputs, and also interacting with the IRM&CM function and the JISR processes for direction, collection, processing and dissemination of Imagery and IMINT, are entitled Imagery Intelligence Staff Officers (IISO). Therefore, there is a clear delineation in the competency each category needs to build to accomplish their given tasks, and thus, in the subsequent E&T effort to undertake to acquire individual skills and forge expertise, build collective proficiency and effectiveness, and further develop experience during trials and exercises. Hence, for the purpose of IMINT within NATO, two distinct job titles with varying requirements of knowledge, skills and abilities will be used, as following:

(a) **IISO**

Mostly assigned to the JFC and CC Intelligence Directorates and/or the Operations or Planning, the IISOs do not analyze raw data imagery, nor do they produce imagery intelligence. To undertake current intelligence and operational assigned tasks[12], the IISOs need to fully understand the characteristics, uses and limitations of imagery assets, the handling of IMINT products and how to interact with Imagery Analysts in other HQs, at NAGSF, at NIFC or in Nations to request imagery products and IMINT germane to their Command's requirements. As such, their training should be limited both in time and depth of knowledge (max DoK 300), and focus on the theoretical aspects of imagery, geography and operations, the characteristics and contributions of a wide array of imagery assets (EO, I-R, SAR, GMTI and FMV) to collect the data and information to satisfy their

11 Intelligence, Surveillance, Targeting, etc.
12 Intelligence briefing, contribution to Joint Targeting processes, etc.

Commander's overall intelligence requirements, and also the production and dissemination of IMINT products.

(b) **IA**

IAs process and analyze raw imagery data and information to produce intelligence, so do the SOs with specific GMTI and SAR. An IA is a Subject Matter Expert (SME) in imagery sources, assets and techniques to exploit them, as well as in producing imagery intelligence. As an expert, not only an IA needs to understand what the above mentioned imagery capabilities are, but also how to best glean or exploit intelligence from them. Hence, this expert has to be able to build collection requirements based upon trends and observations taken from imagery, and also from elements provided in collateral intelligence reporting. They need to be able to then communicate their assessments in both intelligence products and briefings to policy makers, Commanders and end users. Consequently, the E&T effort required for an IA and an SO is inevitably longer, more complex and demanding than of an IISO. Prior to being assigned to either the NIFC or the NAGSF in Sigonella (when IOC in 2017), IAs should be trained by their Nations on fundamentals in imagery analysis, as well on specific tactics, techniques, and procedures for IMINT production.

(2) **CCRs for IA and IISO**

Both categories of personnel are able to:

(a) Understand, explain and justify the value of imagery analysis in intelligence production and JISR activities in support of intelligence and operations. Present the processes and results of imagery analysis and intelligence production. (DoK 100 for IISO, DoK 300 for IA)

(b) Understand the theory and fundamentals of geography, and apply the tools, procedures and techniques in the exploitation of raw data imagery and production of IMINT, with a specific emphasis on quality control for the validation of locations (reference system, units, accuracy, precision, etc.). (DoK 200 for IISO, DoK 400 for IA)

(c) Understand and apply map reading skills and techniques for map(s)/imagery correlation, including identification of natural and man-made features, measurement of objects and distances between objects, and localization of artifacts. (DoK 200 for IISO, DoK 400 for IA)

(d) Understand the principles of geometry and apply the tools, procedures and techniques for measurement of several types of artifacts in the

exploitation of raw data imagery and the production of IMINT. (DoK 200 for IISO, DoK 400 for IA)

(e) Understand the rules of classification and identify the main characteristics of different types of raw imagery data inputs, formats and footages (wet films, digital files, streams, still/motion, EO/I-R, SAR/GMTI, etc.). (DoK 200 for IISO, DoK 400 for IA)

(f) Understand and apply appropriate expertise, procedures, techniques and tools for the exploitation of specific classes and types of raw data imagery and the production of IMINT, with a focus on the definition, resolution and interpretability of raw imagery data inputs, and on traceability and evaluation of the generated IMINT. (DoK 200 for IISO, DoK 300 for IA)

(g) Understand and know how to operate the national imagery and intelligence exploitation programs, Geography Information Software (GIS), and associated tools for dissemination, communication and management (chat, mail, repository), both on national, NATO and multinational CIS and network architectures. (DoK 200 for IISO, DoK 400 for IA)

(h) Identify and recognize the classes, features, characteristics and concepts of employment of the main defense-related equipment, both military and civilian, with a focus on the land, maritime and air domains, relevant to or associated with the exploitation of specific classes and types of raw data imagery and the production of IMINT. (DoK 200 for IISO, DoK 300 for IA).

(i) Understand and apply techniques, procedures and tools to capture, analyze and report observations from the exploitation of raw data imagery for the production of IMINT meeting information and IRs, with a specific focus on the support to decision-makers and end-users in the areas of command & control, operations and intelligence. (DoK 200 for IISO, DoK 300 for IA)

(j) Understand and apply a framework for the tasking of Imagery and production of IMINT, and the use of collection and exploitation requirements in Nations, NATO and generic Coalition. (DoK 200 for IISO, DoK 300 for IA)

(k) Understand and apply techniques and tools to perform comparative analysis between multiple sensor types, data feeds and/or sources of imagery for enhancing exploitation and enrich production of intelligence. (DoK 100 for IISO, DoK 400 for IA)

(l) Understand and apply tools and techniques to detect, identify, assess and report means and techniques of concealment, denial and deception. (DoK 200 for IISO, DoK 400 for IA)

(m) Understand and use validated and/or commonly acknowledged terminology related to imagery products and techniques for exploitation. (DoK 200 for IISO, DoK 400 for IA)

(n) Develop knowledge and proficiency with recognition techniques and tools for still and motion EO/IR/SAR imagery, to recognize a panel ranging from a minimum of 150 (with 60 land, 50 air, 30 naval and 10 air-defense with associated radars) up to 600 (250 land, 150 air, 150 naval and 50 air defense and associated radar) main assets servicing foreign and national military armed forces, and describe their main features under various circumstances and for different imagery sensors. (DoK 200 for IISO with 150 assets, DoK 400 for IA with 600 assets)

(o) Understand fundamentals of identification and techniques for interpretation, and know how to differentiate types, roles and activities of recognized categories[13] of facilities and sites, both military and civilian. (DoK 200 for IISO, DoK 400 for IA)

(p) Understand and know how to assess and decide how to make the best use of available Coalition assets supporting imagery analysis and IMINT production. (DoK 200 for IISO, DoK 300 for IA)

(q) Develop and enrich a knowledge catalogue of national and NATO imagery collection platforms, imagery intelligence exploitation systems and principal means for dissemination. (DoK 200 for IISO, DoK 300 for IA)

(r) Plan and execute the collection and exploitation activities of Imagery/IMINT assets in support of intelligence, JISR and broader operational efforts. (DoK 200 for IISO, DoK 300 for IA)

(s) Understand, define and know how to task and request national and NATO available assets for imagery collection and exploitation of IMINT, and to populate and use available imagery and IMINT repositories and archives. (DoK 200 for IISO, DoK 300 for IA)

(t) Understand and know how to perform trend analysis and conduct pattern of life analysis using imagery and IMINT products. (DoK 300

[13] According to ST3596.

for IISO, DoK 300 for IA)

(u) Understand and know how to craft a formatted requirement for raw imagery data collection and exploitation of intelligence. (DoK 300 for IISO, DoK 200 for IA)

j. **HUMINT**

Able to:

(1) Deal with the HUMINT mission cycle and with the entire spectrum of HUMINT operations. (DoK 200)

(2) Be knowledgeable of the national CJ2X organizations and structure of the HUMINT configuration as part of the CJ2X. (DoK 200)

(3) Deal with internal and external HUMINT reporting and formats. (DoK 200)

(4) Produce HUMINT reports with a working knowledge of the English language. (DoK 300)

(5) Deal with the national processes for IRM&CM and be aware of the HUMINT role within the IRM&CM process. (DoK100)

(6) Be aware of national caveats and legal issues/restrictions related to covert passive surveillance, captured persons, detention, interrogation, agent handling, conducting operations in civilian clothes and biometrics. (DoK 100)

(7) Understand the concept of ISR and the HUMINT role within the ISR cycle. (DoK 200)

(8) Have a general knowledge of the NATO HUMINT education and training programme. (DoK 100)

k. **CI**

Able to:

(1) Be aware of national caveats and legal issues/restrictions relevant to NATO operations. (DoK 100)

(2) Understand NATO’s intelligence cycle and how each discipline contributes to answering the Commander’s Priority Intelligence Requirements (CPIR). (DoK 200)

(3) Have a general knowledge of the capabilities and limitations of national

intelligence collection assets available to NATO. (DoK 100)

(4) Understand the NRF process and how HUMINT supports strategic, operational and tactical operations. (DoK 200)

(5) Be conversant with HUMINT and CJ2X terminology. (DoK 300)

l. OSINT

OSINT is intelligence derived from publicly available information, as well as other unclassified information that has limited public distribution or access. OSINT is collected from sources such as radio, television, newspapers, state propaganda, journals and technical papers, the Internet, technical manuals and books and other media. There is considerable archival evidence to confirm that the intelligence community has always used open sources in the production of intelligence. Freedom of Information legislation around the world has unlocked all but the most valuable of Nations' secrets. There is also the growing ability to reach this information by systems such as the internet. OSINT is most likely to be the source of basic intelligence. However, with the capabilities of modern news gathering equipment, there will be occasions when television reporting will be used to produce current intelligence. OSINT analyst has to be able to:

(1) Understand IRM&CM principles, RFI procedures and how intelligence collection coordination is integrated into the intelligence cycle. (DoK 100)

(2) Be aware of the OSINT role within the IRM&CM process. (DoK 100)

(3) Have a general knowledge of ISR (all disciplines) resources, capabilities, and limitations of the OSINT role within the ISR cycle. (DoK 100)

(4) Understand OSINT role as an intelligence discipline. (DoK 100)

(5) Develop knowledge concerning OSINT doctrine and practices. (DoK 100)

(6) Comprehend the capabilities and limitations of OSINT collection and production. (DoK 100)

(7) Comprehend critical thinking and alternative analysis techniques, especially due to the massive amount of raw information from various legitimate and spurious sources. (DoK 200)

(8) Integrate OSINT analytical techniques, their products and perspectives in support of the CPIRs. This is directly related to the IRM&CM cycle, but more specific to how analysis supports strategic, operational and tactical military operations. (DoK 200)

m. **SIGINT, EW and SM**

Able to:

(1) Understand the Electro-Magnetic Spectrum (EMS) and Radio Frequency (RF) fundamentals including modulation, radio, radar and other emitters. (DoK 200)

(2) Understand the detection, interception, signals analysis, and tools (spectrum analysis, threat databases, etc.). (DoK 200)

(3) Be familiar with the various methods of signal encryption and decryption. (DoK 100)

(4) Prepare SIGINT products and support including sanitization of reports. (DoK 200)

(5) Facilitate the effective incorporation of SIGINT in all source intelligence and tailored products. (DoK 300)

(6) Perform the handling of SIGINT information including its protection, dissemination and destruction. (DoK 200)

(7) Understand Electronic Intelligence (ELINT) and Communications Intelligence (COMINT), their differences and how they both contribute to mission success. (DoK 200)

(8) Be familiar with EW and its interaction with SIGINT. (DoK 100)

(9) Be familiar with SM and its interaction with SIGINT, EW and CIS Support. (DoK 100)

n. **Security Activities**

Able to:

(1) Comprehend how to develop physical security policies and integrate them into a comprehensive physical and personnel security strategy. (DoK 300)

(2) Understand personnel security policies and procedures. (DoK 200)

(3) Understand national procedures for safeguarding sensitive information. (DoK 200)

(4) Understand disclosure/sharing procedures. (DoK 200)

(5) Possess an awareness of the threats to security, both internal and

external.(DoK 200)

(6) Understand national caveats and legal issues/restrictions for disclosure and sharing. (DoK 300)

(7) Incorporate security planning conjunction with NATO CI activities supporting force protection and base security. (DoK 300)

ANNEX B
ADVANCED (NATO SPECIFIC) TRAINING

B01. **CCAs (NATO Specific)**

The following CCAs are identified in terms of individual Advanced (NATO – Specific) training:

a. ISR Leadership /Management

b. ISR Operational Planning

c. IRM&CM

d. Knowledge Management (or National Equivalent)

e. All Source (Exploitation, Fusion, Analysis, Production)

f. Intelligence Support to Targeting

g. Functional Support and Systems Specialist

h. Geospatial Support

i. IMINT

j. HUMINT

k. CI

l. OSINT

m. SIGINT, EW and SM

n. Security Activities

o. Human Network Analysis and Support to Targeting (HNAT)

B02. **CCRs for NATO Specific Training**

These CCRs are a reference for Nations and will also be used to guide the conduct of TRA. TRA will determine the definitive requirements for each functional area to be used for NATO course development. This section articulates the minimum advanced

level of skills, knowledge and competency that NATO personnel must maintain to perform their jobs as per the NATO PE/CE post in their respective field. As such, the CCRs listed here link to other cross-functional core competences across the Joint HQ to emphasize the shared responsibility across commands, staffs, and Nations for conducting effective intelligence and ISR operations. JDs are the most detailed of all the qualification requirements needed to fill a PE/CE billet. If the JD specifies in the duties that a position requires someone with an IMINT background for example, then the person should possess all the CCRs listed in this Annex.

a. **ISR Leadership/Management**

Overall DoK for senior leaders is 500. Branch and Section leaders require a minimum of 200-400 DoK on average, with some foundational requirements for awareness. Able to:

(1) Have a general knowledge of NATO intelligence systems and tools (functional services) architecture. (DoK 300)

(2) Apply NATO intelligence and operations doctrine, procedures, policies, terms and concepts. (DoK 300)

(3) Evaluate NATO intelligence and operational requirements, capabilities and limitations and to provide effective direction and guidance supporting ISR operations. (DoK 400)

(4) Provide direction and guidance that links Commander's information, IRs and gaps to JISR tasking and operations. (DoK 400)

(5) Have a general knowledge of the relevant NATO ISR standards and capabilities to include, information exchange requirements, formats, products and interoperability. (DoK 300)

(6) Understand the NCS, NFS, NATO affiliated organizations (i.e. NIFC, NIC, etc.) and the role and responsibilities of NATO Nations and partners supporting NATO operations in order to fully leverage their capabilities. (DoK 300)

(7) Understand how to exploit operational intelligence and employ/request ISR assets to address intelligence requirements and intelligence gaps, to fulfil the commanders PIRs, SIRs and EEIs. (DoK 300)

(8) Understand ACO IRs, capabilities and limitations. (DoK 300)

(9) Understand NATO HQ decision making process. (DoK 300)

(10) Understand how to utilize the Comprehensive Operational Planning

Directive (COPD) and the NATO Tools for Operations Planning Functional Area Suite (TOPFAS) to provide intelligence expertise to ISR planning within the Joint HQ. (DoK 300)

b. **ISR Operational Planning Functions**

Able to:

(1) Understand ISR at the NATO, JFC and theatre level. (DoK 200)

(2) Demonstrate proficiency and expert skills in analyzing a CJSOR and develop an apportionment and assignment of NATO capabilities and national capabilities in support of ISR operations. (DoK 400)

(3) Conduct oral briefing techniques and written correspondence to articulate to senior command and staff members the ISR strategy in support of the Joint Force Commander's NRF mission. (DoK 300)

(4) Demonstrate advanced knowledge of NATO intelligence and operations systems and tools architecture and cross functionality. (DoK 300)

(5) Understand theatre, NATO-wide IRs and gaps and transfer this into the ISR collection plan to answer those requirements. (DoK 300)

(6) Develop advanced knowledge of the capabilities and limitations of NATO organic and assigned ISR platforms/sensors to include tasking. (DoK 300)

(7) Leverage national intelligence and ISR capabilities and develop supportive relationships with national intelligence liaison personnel. (DoK 300)

(8) Understand the air battle rhythm [with the ATO and Air Coordination Order (ACO), as output]. (DoK 200)

(9) Apply methods and procedures for planning the use of land, sea and air ISR capabilities, as following:

(a) Understand the C2 of land, air and sea airborne ISR capabilities. (DoK 200)

(b) Understand air ISR operations strategy in NATO missions. (DoK 200)

(c) Understand the land, maritime and air battle rhythm and how it applies to ISR planning and intelligence support to operations. (DoK 200)

(10) Be conversant in NATO ISR terminology. (DoK 300)

(11) Understand the intelligence disciplines and how they apply to NATO ISR

assets, capabilities, tasking and planning. (DoK 200)

(12) Understand ACO IRM&CM processes and how collection requests are processed and satisfied. (DoK 200)

(13) Perform collection management functions at the Joint Collection Management Working Group (JCMWG) or Joint Collection Management Board (JCMB). (DoK 300)

(14) Generate an ISR synchronization matrix and develop a collection deck. (DoK 300)

(15) Understand how planning supports the synchronization of the JFC's ISR operations with the theatre collection strategy. (DoK 200)

(16) Understand the processes and to classify the products of the ISR operational assessment. (DoK 300)

(17) Understand automated systems used to support theatre ISR processes [i.e. Intelligence Functional System (FS) and IRM&CM module]. (DoK 200)

(18) Prepare effective direction and guidance supporting ISR operations. (DoK 200)

c. **IRM & CM**

Able to:

(1) Use NATO IRM&CM tools and understand the intelligence architecture. (DoK 300)

(2) Adapt to architectural changes based on national capability contributions. (DoK 300)

(3) Understand and apply NATO IRM&CM doctrine, procedures and policies. (DoK 300)

(4) Understand NATO and national IRs, capabilities and limitations and how to use these capabilities in order to fulfil NATO PIRs, SIRs and EEIs. (DoK 200)

(5) Manage collection requirements and plan and coordinate collection and exploitation tasking with NATO and Nations' capabilities. (DoK 300)

(6) Integrate collection request into an ICP from land, sea and air in support of planning, decision making, conduct of operations, assessment. (DoK 300)

(7) Recommend national collection employment taking into account limitations and ACO collection capabilities. (DoK 300)

(8) Coordinate and prepare collection prioritizations for the ACO governance body. (DoK 300)

(9) Understand and use NATO collection management tools and templates and to adapt these templates if operations warrant. (DoK 300)

(10) Discuss and assemble ICP. (DoK 300)

(11) Identify and prepare EEIs for inclusion in an ICP. (DoK 300)

(12) Develop and maintain knowledge of subordinate ISR capabilities, assets, effects and enabling organizations. (DoK 300)

(13) Understand the emerging and fleeting targets, dynamic tasking/cross cue of ISR assets. (DoK 200)

(14) Develop a collection plan in synchronized with the ATO cycle ISR current operations. (DoK 200)

(15) Develop a broad knowledge of appropriate NATO and nationally allocated imagery collection platforms (capabilities and limitations). (DoK 200)

(16) Build and maintain situational awareness of world events and their impact within assigned AOII and AOR that may affect collection exploitation. (DoK 200)

(17) Understand NATO targeting process. (DoK 200)

(18) Understand targeting priorities and recognize interrelationships among targets to determine functionally how to develop collection support. (DoK 300)

(19) Determine the cause and significance of trends and patterns of collection and provide recommendations to the ACO IRM&CM Direction and Guidance Board and to JCMB. (DoK 300)

(20) Articulate the collection strategy and exploitation to internal and external customers. (DoK 300)

(21) Articulate the capabilities and limitations of collection platforms used in peacetime or in operation to N/G/J staffs/Commanders. (DoK 300)

(22) Determine suitability of collection based on reliability guidance and policy. (DoK 300)

(23) Qualify collection shortfalls and non-collect occurrences to develop trends and shares with subordinates and agencies. (DoK 300)

(24) Understand the basic practices for collecting FMV, EO/I-R, SAR, GMTI, SIGINT, HUMINT, and MASINT (change detection) in support of NATO operations. (DoK 200)

(25) Develop and maintain input for exercises on IRM&CM and ISR operations. (DoK 300)

d. **Knowledge Management**

Able to:

(1) Manage information sources and act as a source custodian. (DoK 300)

(2) Understand how to establish and maintain a Knowledge Base (KB). (DoK 200)

(3) Understand how to direct and coordinate outreach and engagement to other staff entities. (DoK 200)

(4) Understand how to exchange information within HQs and between HQs and external partners (including civil and non-NATO entities). (DoK 200)

(5) Understand the structure, functionalities and capabilities as well as the management of KB and intelligence FS in order to exploit them for research. (DoK 200)

(6) Understand previously mentioned pre-requisites and NATO requirements for IRM&CM. (DoK 200)

(7) Coordinate and direct outreach, engagement and networking activities to manage information sources in cooperation with the strategic and tactical level. (DoK 200)

(8) Understand the role and functions of other staff in outreach and engagement activities, especially J9. (DoK 200)

(9) Develop a Knowledge Acquisition Plan in close collaboration with the Theatre Collection Manager (TCM), complementing the Theatre Collection Plan (TCP), based on IRM principles. (DoK 200)

(10) Use software and tools, which make up the KB (Intelligence FS, TOPFAS, BICES, NITB, and JOIIS), IRM&CM tools, SharePoint and other tools depending on the operational environment (JCOP, CIDNE, JTS, etc.). (DoK

200)

(11) Establish and maintain the KB and to develop a scheme for storage, retrieval, dissemination and exploitation of data, information, intelligence and knowledge. (DoK 200)

(12) Structure, combine and fuse external data and information (collation) received from multiple sources and domains and conduct mapping to match own information structure in the KB. (DoK 300)

(13) Understand how the source reliability impacts analysis, operational employment and security. (DoK 200)

(14) Understand the security aspect of exchanging information within HQs, between HQs and particularly with external partners (i.e. IOs, GOs, NGOs), in accordance with NATO Security Policy. (DoK 200)

e. **All Source Exploitation, Fusion, Analysis and Production** *(involved in the 3rd step of the NATO Intelligence Cycle "Processing")*

Able to:

(1) Understand NATO intelligence tools and architecture. (DoK 300)

(2) Understand NATO intelligence doctrine, procedures and policies. (DoK 200)

(3) Understand NATO intelligence requirements, capabilities and limitations. (DoK 200)

(4) Understand ACO ISR resources (all disciplines), capabilities and limitations. (DoK 200)

(5) Understand ACO IRs, capabilities and limitations. (DoK 300)

(6) Use NATO tools, systems, databases and the relevant STANAGs that govern information exchange, intelligence sharing and intelligence analysis (such as JOIIS, NITB, Intelligence FS, BICES, Open Source System, etc.). (DoK 300)

(7) Conduct analysis using a range of possible analytical techniques. (DoK 300)

(8) Understand NATO IRM procedures. (DoK 200)

(9) Perform the Comprehensive Preparation of the Operational Environment (CPOE) through Joint Intelligence Preparation of the Environment (JIPOE) and analysis in support of staff estimates. (DoK 200)

(10) Produce timely knowledge products on PMESII domains pertaining to actual or potential adversarial forces or entities and other non-NATO actors. (DoK 300)

(11) Identify system strengths, weaknesses and vulnerabilities, as well as related leverage points and essential key elements in the relevant domains. (DoK 300)

(12) Understand the joint targeting process within the ACO, the roles and functions of the Joint Targeting Coordination Board (JTCB), compilation of the Joint Targeting List/Joint Prioritised Target List (JTL/JPTL) and how Knowledge Development (KD) contributes to it. (DoK 200)

(13) Conduct SoSA based on the JIPOE. (DoK 200)

(14) Use other analysis methodologies (event or topic analysis based on special subjects, gap analysis, capability and force ratio analysis, generic pattern analysis, course of action analysis, effects analysis), to complement SoSA. (DoK 300)

(15) Apply the SoSA methodology to available data and to determine required information by using TOPFAS. (DoK 300)

(16) Prepare and deliver comprehensive briefings to working groups and boards involved in planning, execution and assessment processes. (DoK 300)

(17) Work with the KB and apply the respective tools. (DoK 200)

(18) Understand how single source intelligence contributes to development of the intelligence estimate and unit’s intelligence summary. (DoK 400)

(19) Process intelligence from all available sources and to fuse it into multi-source, actionable intelligence (AJP 2.1). (DoK 300)

(20) Analyze threat networks and identify threat Areas of Operations (AOO) and Areas of Interest (AOI). (DoK 300)

(21) Diagram human networks of significance to the operation and able to share the analysis with intelligence analysts and leaders across the commands. (DoK 300)

(22) Comprehend classification markings and how to apply foreign disclosure principles to intelligence production (within the security limitations of the command). (DoK 300)

(23) Apply the NATO intelligence cycle. (DoK 300)

(24) Communicate the impact of the estimate/assessment on operations/plans and NATO's interests. (DoK 300)

(25) Use IRM&CM processes to close information/knowledge/intelligence gaps and recommend EEIs/PIRs/IRs. (DoK 300)

(26) Leverage informal and formal intelligence and analyst exchange networks in support of collaborative development of intelligence products (i.e. NIFC, NACSI, JFCs, etc.). (DoK 300)

(27) Apply KD processes and procedures to contribute to the comprehensive approach articulated in AJP 2.0. (DoK 300)

(28) Understand TSA. (DoK 300)

(29) Understand the role of intelligence analysis and intelligence planning in the NATO Crisis Response System and NATO Intelligence Warning System (NIWS). (DoK 300)

(30) Understand foreign disclosure and NATO releasability instructions. (DoK 300)

(31) Control classified information and to handle IAW NATO policy and procedures. (DoK 300)

(32) Understand the NFS, NCS, national single service command capabilities and limitations for ISR, intelligence sharing. (DoK 300)

f. **Intelligence Support to Targeting**

Able to:

(1) Understand and to apply joint targeting policy, doctrine, organization and procedures and contribute to their revision. (DoK 300)

(2) Understand, to operate the Joint Targeting Systems (JTS), to create prioritized target lists and to conduct quality control on JTS databases to ensure information integrity. (DoK 300)

(3) Contribute to strategic and operational level target sets development and coordinate the nomination of these target sets for NAC approval. (DoK 300)

(4) Understand, to support and to evaluate target folder development, based on all source fused intelligence as well as available Geospatial and Meteorological Oceanographic (METOC) data and brief them to senior leadership, as required. (DoK 300)

(5) Understand the role of the NIFC in support of joint targeting. (DoK 300)

(6) Produce Joint targeting correspondence for higher HQs. (DoK 300)

(7) Advise on air to surface targeting. (DoK 300)

(8) Provide SME in basic/intermediate and advanced target development to higher commands (i.e. SHAPE, AIRCOM, etc.). (DoK 300)

(9) Understand, to develop, to conduct, and to evaluate TSA. (DoK 300)

(10) Understand the products and outputs of the Target Summary Sheet (TSS) and to contribute to its development for the prosecution of TST/DT. (DoK 300)

(11) Understand, to apply and to evaluate MOE and MOP for assessment of lethal and non lethal operations (i.e. Info Ops). (DoK 300)

(12) Understand BDA fundamentals, to conduct BDA and CA and to provide expertise for JTWG and JTCB. (DoK 300)

(13) Understand the specific JFAC targeting process, as well as its organization and role in the targeting function. (DoK 300)

(14) Understand, to support, to evaluate NATO targeting cycle and associated tools and to direct target development process. (DoK 300)

(15) Coordinate JFC/JTF SOIs/SOPs and to develop updates, if required. (DoK 300)

(16) Coordinate support to the JTCB and JTWG, as well as advise on intelligence matters associated with engaging specific targets, if required. (DoK 300)

(17) Understand and to support dynamic targeting including TST. (DoK 300)

(18) Understand FCO and ATO and how ATO cycle supports sensor to shooter (intelligence collection in support of targeting). (DoK 300)

(19) Apply the CDEM. (DoK 300)

(20) Formulate targeting inputs in the strategic and operational planning process through Joint targeting direction and guidance. (DoK 300)

g. **Functional Support and Systems Specialist**

Able to:

(1) Understand the NATO CIS architecture and be familiar with services/tools used within the NATO JISR/Intel community. (DoK 300)

(2) Understand NATO intelligence architecture. (DoK 300)

(3) Understand theatre specific tools, databases, architecture and infrastructure. (DoK 300)

(4) Setup and configure IT systems based on operational needs. (DoK 300)

(5) Understand national classification caveats with regards to info sharing, challenges and limitations. (DoK 300)

h. **Geospatial Support**

Able to:

(1) Understand the concept of the NATO Common Geospatial Enterprise and to develop NATO Geospatial Information and CIS architecture. (DoK 300)

(2) Understand NATO Geospatial Information policy and doctrine. (DoK 300)

(3) Understand NATO Geospatial Information capabilities and limitations. (DoK 300)

(4) Understand NATO Geospatial Information support to operational environment and environmental assessments. (DoK 300)

(5) Develop an advanced knowledge of GIS and software programs. (DoK 400)

(6) Understand NATO IRM&CM. (DoK 300)

(7) Develop a working understanding of geodesy, photogrammetry, position referencing and survey. (DoK 300)

(8) Understand NATO Geospatial Databases and Data Management. (DoK 300)

(9) Understand the NATO OPP/COPD. (DoK 300)

(10) Understand how to coordinate with METOC analysts to provide comprehensive environmental support to the command. (DoK 300)

(11) Act as a point of contact or Action Officer for geospatial issues within his organisation. (DoK 300)

i. **Imagery and IMINT**

(1) Several IMINT positions and profiles currently exist in the NATO PE and are reflected into the consequent JDs. Due to an increasing reliance on imagery-based products[14], this trend is to be reaffirmed in the future, notably after the NAGSF becomes IOC in 2017. Those positions with access to various raw imagery data to process, exploit, analyze and use to produce imagery intelligence, are labeled IA and SO, specifically for SAR and GMTI exploitation in AGS. The other positions dealing with imagery-based final products, IMINT outputs, and also interacting with the IRM&CM function and the JISR processes for direction, collection, processing and dissemination of Imagery and IMINT, are entitled IISO. Therefore, there is a clear delineation in the competency each category needs to build to accomplish their given tasks, and thus, in the subsequent E&T effort to undertake to acquire individual skills and forge expertise, build collective proficiency and effectiveness, and further develop experience during trials and exercises. Hence, for the purpose of IMINT within NATO, two distinct job titles with varying requirements of knowledge, skills and abilities will be used, as following:

(a) **IISO**

Mostly assigned to the JFC and CC Intelligence Directorates and/or the Operations or Planning, the IISOs do not analyze raw data imagery, nor do they produce imagery intelligence. To undertake current intelligence and operational assigned tasks[15], the IISOs need to fully understand the characteristics, uses and limitations of imagery assets, the handling of IMINT products and how to interact with Imagery Analysts in other HQs, at NAGSF, at NIFC or in Nations to request imagery products and IMINT germane to their Command's requirements. As such, their training should be limited both in time and depth of knowledge (max DoK 300), and focus on the theoretical aspects of imagery, geography and operations, the characteristics and contributions of a wide array of imagery assets (EO, I-R, SAR, GMTI and FMV) to collect the data and information to satisfy their Commander's overall intelligence requirements, and also the production and dissemination of IMINT products.

(b) **IA**

IAs process and analyze raw imagery data and information to produce intelligence, so do the SOs with specific GMTI and SAR. An IA is an SME in imagery sources, assets and techniques to exploit them, as well as in producing imagery intelligence. As an expert, not only an IA

[14] Intelligence, Surveillance, Targeting, etc.
[15] Intelligence briefing, contribution to Joint Targeting processes, etc.

needs to understand what the above mentioned imagery capabilities are, but also how to best glean or exploit intelligence from them. Hence, this expert has to be able to build collection requirements based upon trends and observations taken from imagery, and also from elements provided in collateral intelligence reporting. They need to be able to then communicate their assessments in both intelligence products and briefings to policy makers, Commanders and end users. Consequently, the E&T effort required for an IA and an SO is inevitably longer, more complex and demanding than of an IISO. Prior to being assigned to either the NIFC or the NAGSF in Sigonella (when IOC in 2017), IAs should be trained by their nations on fundamentals in imagery analysis, as well on specific tactics, techniques, and procedures for IMINT production.

(2) In the specific NATO context, both categories of personnel are able to:

(a) Know and understand NATO imagery and IMINT architecture and systems, and how they relate to the broader NATO CIS architecture and intelligence reporting and disseminating architecture. (DoK 300 for IISO, DoK 300 for IA)

(b) Understand and apply NATO IMINT policy and doctrine. (DoK 200 for IISO, DoK 200 for IA)

(c) Know, understand and recollect the NATO-controlled and/or assigned imagery and IMINT capabilities, and their advantages and limitations for various operational uses and processes. (DoK 200 for IISO, DoK 300 for IA)

(d) Understand NATO IMINT and geospatial support for conducting an intelligence assessment (i.e. CPOE). (DoK 200 for IISO, DoK 200 for IA)

(e) Understand and conduct operational IMINT reach back and external support in a NATO operational environment. (DoK 200 for IISO, DoK 200 for IA)

(f) Know, understand and interact with the NATO IRM&CM function and apply to imagery and IMINT. (DoK 300 for IISO, DoK 200 for IA)

(g) Develop an improved understanding of the appropriate NATO and contributing nation imagery collection platforms and exploitation capacities. (DoK 200 for IISO, DoK 300 for IA)

(h) Support development of NATO IMINT policies, doctrines, procedures and standards in support of enhanced interoperability. (DoK 200 for

IISO, DoK 200 for IA)

(i) Develop advanced knowledge and awareness regarding application of NATO imagery and IMINT, and database management to include:

1/ Awareness of capabilities and limitations of imagery collection to community counterparts and non-imagery users. (DoK 300 for IISO, DoK 200 for IA)

2/ Identification of intelligence gaps through imagery exploitation. (DoK 300 for IISO, DoK 200 for IA)

3/ Evaluation of the adequacy of imagery data collected to support a specific requirement and provide feedback on the imagery collection requirements. (DoK 200 for IISO, DoK 200 for IA)

4/ Applying data/information from other intelligence collection systems and reporting from other intelligence disciplines, as available, to imagery analysis. (DoK 300 for IISO, DoK 200 for IA)

5/ Identifying tasked EEIs in NATO, national, and other reporting databases. (DoK 200 for IISO, DoK 200 for IA)

6/ Developing and conducting history of coverage (HOC) by target and geographic references from NATO Imagery and IMINT repositories and databases. (DoK 200 for IISO, DoK 200 for IA)

7/ Searching, identifying and extracting previous target and topical imagery reports from NATO imagery and IMINT repositories and databases. (DoK 200 for IISO, DoK 300 for IA)

8/ Maintaining situational awareness of world events and their impact within NATO-assigned AOR that may impact imagery and IMINT collection and exploitation. (DoK 300 for IISO, DoK 200 for IA)

9/ Interpreting and assessing threats with Imagery processing and IMINT exploitation (forces, targets, disposition and status, etc.) for a specific NATO-defined AOR. (DoK 300 for IISO, DoK 300 for IA)

(j) Comprehend the fundamentals and advanced application of imagery exploitation within NATO, as following:

1/ Developing an enhanced knowledge of EO/I-R/SAR/FMV

fundamentals (built upon national core competencies) by understanding the principles and advanced practices of their exploitation for ground and maritime, in NATO operations. (DoK 200 for IISO, DoK 300 for IA)

2/ Understanding the principles and advanced practices of GMTI (both ground and maritime) exploitation in NATO operations. (DoK 200 for IISO, DoK 300 for IA and DoK 400 for SO in AGS)

3/ Understanding how to access imagery from appropriate archives and libraries (commercial, national technical means, FMV, etc.) IAW NATO procedures. (DoK 200 for IISO, DoK 300 for IA)

4/ Understanding how to draw logical conclusions supported by a thorough review of imagery and collateral sources available to NATO. Coordinate findings with counterparts in other GEOINT or Geospatial agencies. (DoK 200 for IISO, DoK 300 for IA)

5/ Reviewing imagery within required NATO-defined timelines to assess activity within the context of answering EEIs or resolving intelligence problems. (DoK 300 for IISO, DoK 300 for IA)

(k) Develop and maintain an enhanced knowledge and expertise of how to contribute to NATO operations with imagery and IMINT by:

1/ Understanding how to write the justification for imagery collection and exploitation assignment. (DoK 300 for IISO, DoK 200 for IA)

2/ Understanding how to assess and determine the suitability of imagery intelligence information based on reliability guidance and NATO policy. (DoK 200 for IISO, DoK 200 for IA)

3/ Amplifying and documenting the IMINT analysis before sharing the results among Allies and partners. (DoK 200 for IISO, DoK 200 for IA)

4/ Participating in NATO imagery and IMINT-related forums and working groups, imagery communities of practice, or analyst-to-analyst information exchanges. (DoK 200 for IISO, DoK 200 for IA)

5/ Articulating the NATO analytic strategy, both imagery collection and exploitation, to internal and external customers. (DoK 200 for IISO, DoK 200 for IA)

6/ Being able to explain the capabilities and limitations of NATO

imagery collection and exploitation to community counterparts and non-imagery users. (DoK 200 for IISO, DoK 200 for IA)

j. **HUMINT**

Able to:

(1) Understand the intelligence collection disciplines within NATO and capabilities within Nations available to NATO. (DoK 300)

(2) Understand the HUMINT organization and structure as part of the CJ2X within ACO, NFS and NATO engagements. (DoK 200).

(3) Understand the national capabilities and their caveats and limitations with regards to their employment in NATO operations. (DoK 200)

(4) Apply the NRF process and how HUMINT supports strategic, operational and tactical operations. (DoK 300)

(5) Coordinate the revision and development of ACO HUMINT Directives. (DoK 300)

(6) Integrate inputs within the SACEUR OPLANs and Directives. (DoK 300)

(7) Coordinate the development, maintenance and usage of the NATO HUMINT systems. (DoK 300)

(8) Plan and conduct NATO HUMINT E&T events. (DoK 300)

(9) Be conversant with HUMINT and CJ2X terminology. (DoK 300)

k. **CI**

Able to:

(1) Understand intelligence disciplines and collection capabilities and limitations within NATO. (DoK 200)

(2) Understand the CI Organization and Structure as part of the CJ2X within ACO, NFS and NATO engagements. (DoK 200)

(3) Understand the national capabilities and their caveats and limitations with regards to their employment in NATO operations. (DoK 200)

(4) Understand the NRF process. (DoK 200)

(5) Coordinate the revision and development of ACO CI Directives. (DoK 200)

(6) Coordinate the development, maintenance and usage of the NATO CI systems. (DoK 200)

(7) Plan and conduct NATO CI E&T events. (DoK 200)

(8) Be conversant with CI and CJ2X terminology. (DoK 200)

(9) Understand the safeguarding of NATO sensitive information and foreign disclosure procedures. (DoK 400)

(10) Develop a fundamental knowledge of NATO HUMINT operations and NATO intelligence to include:

(a) Awareness of NCS and NFS and exposed to NATO HUMINT related Committees and Groups. (DoK 200)

(b) Familiarization with NATO HUMINT organization and structure and with HUMINT capabilities and planning considerations. (DoK 200)

(c) Knowledge of NATO legal limitations and constraints that govern NATO HUMINT operations specifically pertaining to covert passive surveillance, captured persons, detention, interrogation, agent handling, conducting operations in civilian clothes and biometrics. (DoK 200)

(d) Understanding of the capabilities and limitations of NATO's intelligence collection assets. (DoK 200)

(e) Understanding of NATO HUMINT organization and structure as part of the CJ2X within ACO, NFS and NATO engagements. (DoK 200)

(11) Coordinate the revision and development of ACO HUMINT Directives. (DoK 300)

(12) Integrate inputs within the SACEUR OPLANs and Directives. (DoK 300)

(13) Coordinate the development and usage of the NATO HUMINT systems. (DoK 300)

(14) Plan and conduct NATO HUMINT training and education events. (DoK 300)

l. **OSINT**

Able to:

(1) Understand NATO IRM&CM doctrine, procedures and policies. (DoK 300)

(2) Understand ISR at the NATO, JFC and theatre level including a general knowledge of the relevant NATO ISR standards and capabilities. (DoK 300)

(3) Understand OSINT role as an intelligence discipline. (DoK 300)

(4) Organize the dissemination of the OSINT products/data. (DoK 300)

(5) Understand functionalities and capabilities of NATO Intel tools for employing OSINT. (DoK 300)

m. **SIGINT, EW and SM**

Able to:

(1) Understand the division of authorizations between NATO and NATO Nations with regards to the SIGINT collection, processing, exploitation and dissemination cycle. (DoK 200)

(2) Produce and process reports based on SIGINT information in support of NATO, including sanitization of the reports for All-Source fusion and the SIGINT RFI process. (DoK 300)

(3) Be familiar with NATO SIGINT structures and can apply NATO SIGINT doctrine and policies. (DoK 200)

(4) Understand SEWOC concept and practices. (DoK 200)

(5) Operate NATO SIGINT CIS. (DoK 300)

(6) Understand NATO EW and SM doctrine and policies. (DoK 200)

(7) Handle SIGINT information including its protection, dissemination and destruction, as described in the NATO SIGINT policy documents. (DoK 300)

(8) Understand the NATO structure and intelligence disciplines. (DoK 200)

(9) Understand how SIGINT and EW are coordinated and de-conflicted in NATO. (DoK 200)

(10) Be familiar with the EW actions of Electronic Attack (EA), Electronic Defense (ED) and Electronic Surveillance (ES) and how they relate to intelligence and operations in NATO. (DoK 100)

(11) Be familiar with the EW measures of Electronic Counter Measures (ECM), Electronic Support Measures (ESM), and Electronic Protective Measures (EPM) and how they relate to intelligence and operations in NATO. (DoK 100)

(12) Be familiar with the concepts of Meaconing, Intrusion, Jamming and Interference (MIJI) and how to handle a MIJI Warning Report (MIJIWARNREP) or Joint Spectrum Interference Report (JSIR) in NATO. (DoK 100)

(13) Be familiar with the vital role of coordinating non-kinetic activities in the Electromagnetic Spectrum via the national equivalent of a Communications Plan (COMPLAN), Radar Frequency Plan (RADFREQP) and Joint Restricted Frequency List (JRFL). (DoK 100)

(14) Understand the IRM/CRM process including SIGINT RFIs. (DoK200)

(15) Understand the concept of deployable SIGINT facilities. (DoK 200)

(16) Participate in the exercise planning process to ensure SIGINT is a cohesive part of the exercise design in order to practice operational requirements. (DoK 200)

(17) Produce exercise SIGINT products for NATO ETEE events. (DoK 300)

n. **Security Activities**

Able to:

(1) Fully comprehend NATO physical security policies. (DoK 300)

(2) Understand the safeguarding of NATO sensitive information. (DoK 300)

(3) Develop a security strategy to secure NATO organizations and structures. (DoK 300)

o. **HNAT**

Able to:

(1) Provide and integrate political direction ROE, LOAC into military plans to achieve strategic and operational effects to include human centric operation. (DoK 400)

(2) Integrate HNAT with the operations, plans, targeting, information operations/PSYOP, and other key functions. (DoK 200)

(3) Implement current legal policy and sharing agreement to include Intelligence Identity/biometric in support to HNAT. (DoK 300)

(4) Advice command staff regarding policy and sharing agreement to include I2/biometric in support of HNAT. (DoK 400)

(5) Integrate HNAT and intelligence doctrine into OPP to include targeting/effects. (DoK 300)

(6) Incorporate HNAT to enhance understanding of the operational environment and provide related indication and warning. (DoK 300)

(7) Integrate tools and intelligence systems/services in support of HNAT activities. (DoK 200)

(8) Contribute to the development of HNAT capabilities. (DoK 300)

(9) Define MOE and MOP to achieve the operational design to include human centric operation. (DoK 400)

(10) Leverage various joint and interagency civil, military and political actors to effectively support HNAT activities. (DoK 400)

(11) Understand and apply NATO doctrine and procedures relevant to HNAT. (AJP 2.3 series, STANAGs, HNAT Handbooks, etc.) in support of operational plan. (DoK 400)

(12) Develop CCIR and MOE/MOP considering the human dimension of the operational environment. (DoK 300)

(13) Leverage operational/national ISR and IRM&CM capabilities to answer the intelligence requirements in support of HNAT. (DoK 300)

(14) Prioritize, coordinate, and approve HNAT products in support of the HQ battle rhythm at the operational and tactical levels. (DoK 400)

(15) Understand how HNAT supports the full spectrum of human centric operations. (DoK 200)

(16) Conduct HNA in support of effects based operations [Attack to Network (AtN)]. (DoK 300/400)

(17) Understand networks and networks' theory to analyzing the operational environment (individuals' relationships, strength and weakness). (DoK 200)

(18) Prepare HNAT specific products utilizing existing resources and databases (OPS and Intel) in support of human centric operations. (DoK 300)

(19) Apply the tools and intelligence systems/services in support of HNAT activities (such as network analysis software and geospatial visualization tools). (DoK 300)

(20) Apply advanced analytical methodologies to HNAT (such as SOSA, critical

thinking, pattern analysis, trend analysis). (DoK 300)

(21) Identify intelligence gaps and develop intelligence requirements in support of HNAT. (DoK 300)

(22) Research, analyze and fuse all source intelligence, databases [such as OSINT, HUMINT, SIGINT, GEOINT, Identity Intelligence (I2)], and exploitation products in support of HNAT. (DoK 300)

(23) Develop a pattern of life and repetitive behavior in support of TST. (DoK 300)

(24) Develop the intelligence requirements in support of HNAT. (DoK 200)

(25) Understand the unique interrelationships with HNAT and other intelligence functions and collection disciplines. (DoK 200)

(26) Understand how the HNAT methodology contributes to the targeting cycle and development of the targeting criteria. (DoK 300)

(27) Identify and develop networks and Tactical Intelligence Procedures (TIP), according to HNAT criteria and effects. (DoK 300)

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ANNEX C

DEPTH OF KNOWLEDGE ASSESSMENT TOOL (DoK)

C01. This is a tool[16] to help commanders and training trainers assess the quality of training. This tool is offered to Nations as a method of matching a lesson objective or performance goal to a subjective goal upon which assessment can be made.

Level	DoK Title	Description	Key Word
500	Concept Knowledge Level	Requires a learner to have the full extent of comprehension that will enable a level of forward leadership reasoning and strategic thinking skills to see outward and immediately plan for today to achieve strategic goals of the future in the most effective, efficient and affordable way possible (leverage staff experts effectively to achieve the aim of the HQs).	Leadership and Command
400	Expert Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to investigate and apply solutions to complex problems. This requires the ability to research and process multiple conditions of the problem or task, based on in-depth complex reasoning, planning and development skills that have been acquired across disciplines and over an extend period of time.	Excel
300	Advanced Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to reason, analyze and interpret concepts, patterns and relationships to develop a plan and sequenced steps. This requires the ability to make some decisions and justification using abstract and complex analytical thinking skills and to offer more than one possibility to solve a problem.	Apply
200	Foundation Skills and Competences Concept Knowledge Level	Requires a level of comprehension that will enable a learner to use foundational conceptual and procedural knowledge in a controlled working environment with ease and with minimum supervision.	Understand

[16] Bi-SC Directive 75-2, Education and Training, October 2013.

Level	DoK Title	Description	Key Word
100	General Knowledge	Requires a level of understanding that will enable a learner to recall elements and details of structure or process and recognize or identify specific information.	Remember

ANNEX D

DEFINITIONS

D01. **Basic Training**

a. This is NATO pre-requisite training. The term ‘basic’ describes the foundational skills, knowledge, and competency within an intelligence functionality or skill relevant to the CCAs. Basic training is individual or collective national training which provides personnel entering NATO with the requisite competences outlined in Annex A.

b. The core competency pre-requisites serve as a guide for Nations to determine the adequate national training capacity and “on the job” experience required to meet the NATO standard.

D02. **Advanced Training**

Any NATO required training that uses an incremental approach to improving individual and collective proficiency and bridges the gap between an individual’s basic skills, knowledge and competency and NATO’s required depth of knowledge. MC 458/3, NATO policy for ETEE Policy, governs the management and delivery of NATO training. Bi-SC Directive 75-2 (Training and Education) provides nations a useful description of the skills methodology used to assess proficiency for individual training. Competencies required for advanced training are outlined in Annex B.

D03. **Core Competency Requirements**

These are the fundamental measures of performance expressed in terms of depth of knowledge for each CCA. They are a guide to assist training managers in developing a programme of instruction or training plan that will result in enhancing an individual’s proficiency specific to their NOC and PE or CE position. They are to be used in conjunction with job descriptions and holistically applied across the continuum of training (see the Intelligence Education and Training Plan, or ISTP).

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ANNEX E

ACRONYMS

ACT	Allied Command Transformation
ACO	Allied Command Operations
ACO	Air Coordination Order
ACTWG	Air Coordination Tactical Working Group
AGS	Allied Ground Surveillance
AJP	Allied Joint Publication
AOI	Area of Interest
AOII	Area of Intelligence Interest
AOO	Area of Operations
AOR	Area of Responsibility
AOSS	ACO Open Sources System
AtN	Attack to Network
ATO	Air Task Order
BDA	Battle Damage Assessment
BICES	Battlefield Information Collection and Exploitation System
BST	Battle Staff Training
CA	Combat Assessment
C2	Command and Control
CC	Component Command
CCA	Core Competency Area
CCIR	Commander Critical Information Requirement

CCR	Core Competency Requirement
CCT	Commander’s Conceptual Training
CDE	Collateral Damage Estimate
CDEM	CDE Methodology
CE	Crisis Establishment
CI	Counter Intelligence
CIDNE	Combined Information Data Network Exchange
CIS	Communication and Information Systems
CJSOR	Combined Joint Statement of Requirements
CM	Collection Management
CMX	Crisis Management Exercise
COE	Centre of Excellence
COMINT	Communication Intelligence
COMMEX	Communications Exercise
COMPLAN	Communications Plan
CONOPs	Concept of Operations
COPD	Comprehensive Operational Planning Directive
CPIR	Commander Priority Intelligence Requirement
CPOE	Comprehensive Preparation of the Operational Environment
DH	Department Head
DHC	DH Coordinator
DoK	Depth of Knowledge
DOTMLPFI	Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, Interoperability
EA	Electronic Attack

ECM	Electronic Counter Measures
ED	Electronic Defense
EEI	Essential Elements of Information
E&IT	Education and Individual Training
EO	Electro Optical
ELINT	Electronic Intelligence
EMF	Electro-Magnetic Frequency
EMS	Electro-Magnetic Spectrum
EPM	Electronic Protective Measures
ES	Electronic Surveillance
ESM	Electronic Surveillance Measure
ESM	Electronic Support Measures
E&T	Education and Training
ETEE	Education, Training, Exercise and Evaluation
ETOC	Education and Training Opportunities Catalogue
EW	Electronic Warfare
FAS	Functional Area Systems
FAT	Functional Area Training
FCO	Fires Coordination Order
FMV	Full Motion Video
FOC	Final Operational Capability
FS	Functional System
FST	Functional Systems Training
GEOINFO	Geospatial Information

GEOINT	Geospatial Intelligence
GIS	Geography Information Software
GMTI	Ground Moving Target Indicator
HNAT	Human Network Analysis Targeting
HOC	History of Coverage
HQ	Headquarters
HQ SACT	Headquarters Supreme Allied Command Transformation
HUMINT	Human Intelligence
IA	Imagery Analyst
IAW	In accordance with
ICI	Istanbul Cooperation Initiative
ICP	Intelligence Collection Plan
I2	Identity Intelligence
IISO	Intelligence Staff Officer
IMINT	Imagery Intelligence
IO	International Organization
IOC	Initial Operational Capability
IR	Intelligence Requirement
I-R	Infra - Red
IRM&CM	Intelligence Requirements Management & Collection Management
ISAF	International Security Assistance Force
ISR	Intelligence, Surveillance and Reconnaissance
ISTP	Intelligence Strategic Training Plan
IT	Information Technology

ITEP	Individual Training and Education Programme
JCMB	Joint Collection Management Board
JCMWG	Joint Collection Management Working Group
JCOP	Joint Common Operating Picture
JD	Job Description
JEMM	Joint Exercise Management Module
JFACC	Joint Force Air Component Command
JFC	Joint Force Command
JFT	Joint Force Trainer
JFTC	Joint Force Training Centre
JIPOE	Joint Intelligence Preparation of the Environment
JISR	Joint Intelligence Surveillance Reconnaissance
JOIIS	Joint Operations Intelligence Information System
JOPG	Joint Operational Planning Group
JPTL	Joint Prioritized Target List
JRFL	Joint Restricted frequency List
JSIR	Joint Spectrum Intelligence Report
JTCB	Joint Targeting Collection Board
JTF	Joint Task Force
JTL	Joint Targeting List
JTS	Joint Targeting System
JWC	Joint Warfare Centre
KB	Knowledge Base
KD	Knowledge Development

KFOR	Kosovo Force
KLT	Key Leader Training
KM	Knowledge Management
LL	Lessons Learned
LoA	Level of Ambition
LOAC	Law of Armed Conflict
MASINT	Measurement and Signature Intelligence
MAT	Mobile Advisory Team
MD	Mediterranean Dialogue
METOC	Meteorological and Oceanographic
METT	Mobile Education and Training Team
MIJI	Meaconing, Intrusion, Jamming and Interference
MIJIWARNREP	MIJI Warning Report
MOE	Measures of Effectiveness
MOP	Measures of Performance
MRE	Mission Rehearsal Exercise
MRT	Mission Rehearsal Training
MST	Mission Specific Training
MTEP	Military Training and Exercise Programme
NAC	North Atlantic Council
NACSI	NATO Advisory Committee on Signals Intelligence
NAGSF	NATO Allied Ground Surveillance Force
NCOP	NATO Common Operating Picture
NCS	NATO Command Structure

NETF	NATO Education and Training Facility
NFS	NATO Force Structure
NGO	Non-Governmental Organization
NIC	NATO Intelligence Cell
NIFC	NATO Intelligence Fusion Centre
NITB	NATO Intelligence Tool Box
NITWG	NATO Intelligence Training Working Group
NNTCN	Non-NATO Troop Contributing Nations
NOC	NATO Occupational Code
NRF	NATO Response Force
OPLAN	Operational Plan
OPP	Operational Planning Process
OSINT	Open Sources Intelligence
QM	Quality Management
PATG	Partners Across The Globe
PE	Peacetime Establishment
PfP	Partnership for Peace
PIR	Priority Intelligence Requirement
PMESII	Political, Military, Economic, Social Information Infrastructure
PTEC	Partnership Training and Education Centre
RA	Requirements Authority
RADFREQP	Radar Frequency Plan
RF	Radio Frequency
RFI	Request for Information

ROE	Rules of Engagement
SA	Spectrum Analysis
SACEUR	Supreme Allied Commander in Europe
SACT	Supreme Allied Commander Transformation
SAR	Synthetic Aperture Radar
SAT	Systems Approach to Training
SEWOC	SIGINT and EW Operations Centre
SHAPE	Supreme Headquarters Allied Powers Europe
SIGINT	Signals Intelligence
SIR	Specific Intelligence Requirement
SME	Subject Matter Expert
SO	Surveillance Operator
SOF	Special Operations Forces
SOI	Standard Operating Instructions
SOP	Standard Operating Procedures
SoSA	System of Systems Analysis
STAFFEX	Staff Exercise
TCB	Target Clearance Board
TCM	Theatre Collection Manager
TCP	Theatre Collection Plan
TEA	Target Engagement Authority
TIP	Tactical Intelligence Procedure
TNA	Training Needs Analysis
TNB	Transformation Network Branch

TOPFAS	Tools for Operations Planning Functional Area Suite
TRA	Training Requirements Analysis
TSA	Target System Analysis
TSS	Target Summary Sheet
TST	Time Sensitive Targeting
WISE	Web Information Services Environment

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ANNEX F

REFERENCES

The following references were used for this Standard:

1. MC 458/3 NATO Education, and Training, Exercise and Evaluation Policy
2. MC 1017/11 NATO Signal Intelligence Policy and Directive
3. MC 128/7 Policy Guidance for NATO Intelligence
4. MC 161 NATO Strategic Intelligence Estimate
5. MC 166 NATO Intelligence Warning System
6. MC 324 the NATO Military Command Structure
7. MC 570 NATO Strategic Intelligence Vision, Mission and Strategy (2008-2014)
8. C-M(2002) 49 NATO Security Policy
9. C-M(2002)60 Management of Non-Classified Information
10. AC/35-D/1040-REV 1 Supporting Document on Information and Intelligence Sharing with Non-NATO entities.
11. AJP-2 (A) Allied Joint Intelligence, Counter Intelligence and Security Doctrine
12. AJP 2.1(A) Intelligence Procedures
13. AJP 2.2. Counter-Intelligence and Security Procedures
14. AJP 2.3 Allied Joint Doctrine for Human Intelligence
15. AJP 2.5(A) Captured Personnel and Documents
16. AJP 2.7 Allied Joint Doctrine for Reconnaissance and Surveillance
17. AJP-3.15 Allied Joint Doctrine for Countering Improvised Explosive Device (C-IED)
18. AJP-3.9 Allied Joint Doctrine for Joint Targeting
19. STANAG 2149 Request for Information

20. AAP-6 NATO Glossary Terms and Definitions

21. AC/35-D/2002-Rev 3 Directive on the Security of Information

22. AC/35-D/1007-Rev 3 Guidelines on Planning the Security Protection of NATO Civil and Military Bodies

23. AD 65-4 (Chapter 5) Intelligence and the Joint Targeting Process

24. AD 80-70 (Annex H) The Joint Targeting Cycle

25. AIntP-3(B) The Military Intelligence Material Data Exchange Standard

26. ACO DIRECTIVE 065-005 Intelligence Requirements Management and Collection Management

27. NATO Handbook

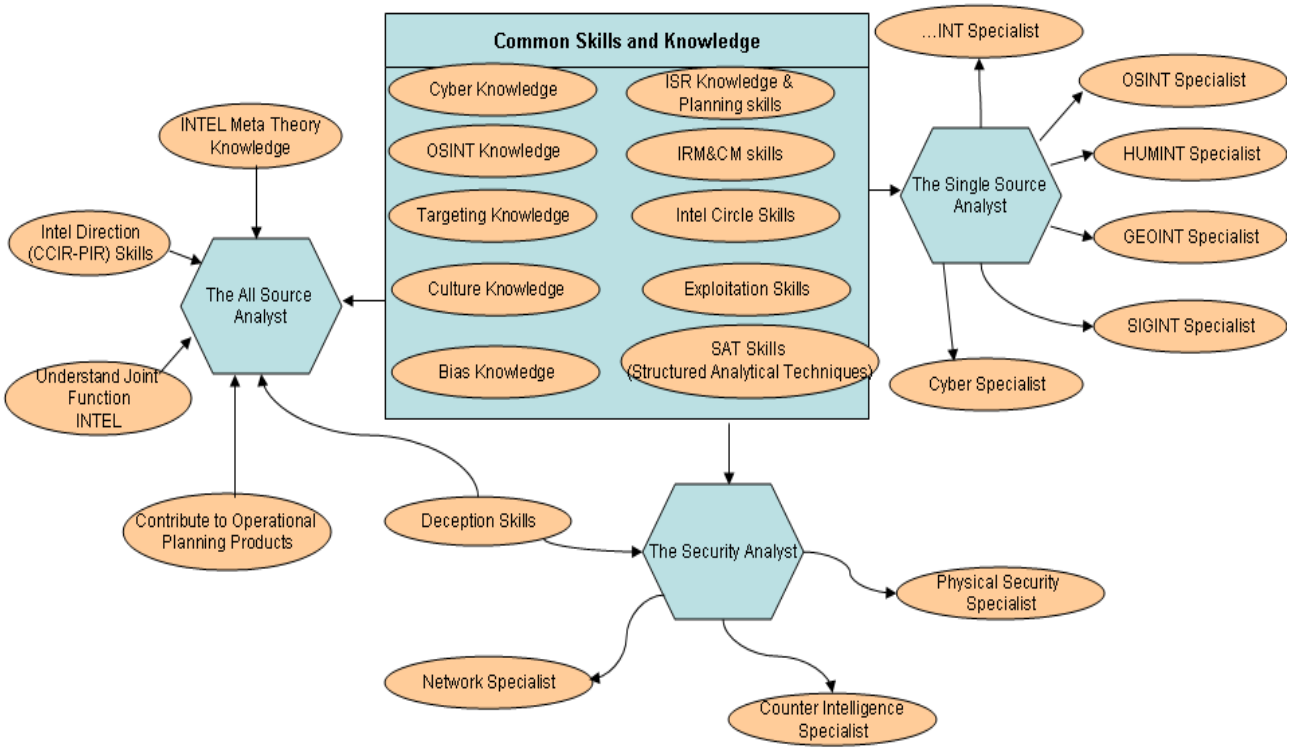
28. AIntP-5 Doctrine for Human Intelligence Procedures

29. Bi-SC Counter Insurgency (COIN) Joint Operational Guidelines (JOG), 26 May 2010

ANNEX G

INTELLIGENCE ANALYSTS TYPES

G01. This annex[17] highlights the need of describing the three different intelligence analyst types: the all source analyst, the single source analyst and the security analyst, to aid visualizing the knowledge requirements common and distinct to the various types of analyst. The figure shows the main knowledge fields and skills needed for the three different intelligence analysts, which could be connected with the respective All Source Analysis CCRs.



[17] Following a proposal of Denmark for future revisions of the Standard and of the AJP 2.0.

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