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BATTALION AND COMPANY INTELLIGENCE SUPPORT

Edition A, version 1

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NORTH ATLANTIC TREATY ORGANIZATION

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NATO LETTER OF PROMULGATION

29 September 2022

1. The enclosed Allied Tactical Publication ATP-87, Edition A, version 1, BATTALION AND COMPANY INTELLIGENCE SUPPORT, which has been approved by the nations in the MILITARY COMMITTEE LAND STANDARDIZATION BOARD, is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2620

2. ATP-87, 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.

Dimitrios SIGOULAKIS
Major General, GRC (A)
Director, NATO Standardization Office

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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
BEL	The Detainee personnel processing and procedures are not in accordance with the BEL legal prescriptions for Intel Personnel.
CAN	The Canadian Army does not recognize “specific orders or requests (SOR)” as the means of determining assets or resources to the collection plan. The Canadian Army will utilize terminology consistent with the processes described in AIntP-14 (Intelligence, Surveillance and Reconnaissance Request (ISRR)) in preference to ATP-87 in this instance until such a time as SOR is defined and approved within NATO terminology.
EST	Estonia will not establish a battalion or company intelligence support team domestically in the current planning period (until 2031). When capacity is reviewed, implementation and possible reservations will be reviewed.
HRV	Croatian Armed Force will provide intelligence support on the battalion group level (INF– M – BNG – Medium Infantry Battalion Group) through battalion ISTAR (Intelligence, Surveillance, Target Acquisition and Reconnaissance) group with dedicated intelligence units. According to unit's mission and commander's intent, battalion ISTAR group will provide intelligence support through Intelligence support team (IST) at the company battle team level.
NLD	IRM&CM is only depicted in Annex figure, not in main text body Term IST is not NATO wide at Bn level Targeting cycle is not at Bn level Reference in Annex A (A4) to use US Marine Corps pub 2003 is not adequate
USA	See attached.

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CHAPTER 1 INTRODUCTION

Intelligence provides knowledge of the operating environment and threat forces to aid the commander's decision-making process. Of particular focus in this publication, intelligence at the battalion and company level is critical in supporting targeting, sensing the operating environment, supporting operations, and building detailed tactical intelligence needed on today's battlefield.

The intelligence support team (IST) is task organized and scalable based on assigned tasks, mission scope, and needs of the commander. It enhances and facilitates intelligence operations at the lowest tactical level, from battalions (including battalion-sized task force) and companies, to platoons and squads. Division and brigade planners should integrate the capabilities of the IST into their training, planning, and operations to effectively collect, analyze, and exploit tactical information of intelligence value. Failure to integrate the IST's capabilities renders intelligence operations at the battalion and company level ineffective.

The IST's mission is to provide accurate, relevant, and timely knowledge about the enemy, indigenous populations, and the surrounding environment to the unit commander and to higher, adjacent, and supporting units. The IST accomplishes their mission by executing the intelligence cycle at all levels, which provides operationally relevant intelligence information from the lowest operating level to higher headquarters, reduces uncertainty, and supports the commander's decision-making process.

1.1 PURPOSE AND SCOPE

The purpose of this publication is to provide NATO guidance regarding the management of intelligence support at the battalion and company level. It provides guidance for the role of the battalion and company commander in the intelligence cycle and sets expectations for what to expect from intelligence support sections in an operational theatre.

This publication aims to describe the Intelligence operations procedures of land forces from the battalion level down to the company. The value added to the intelligence cycle by land forces cannot be overstated; underscoring the importance of a properly staffed, trained, integrated, and equipped IST.

This guidance will not replace the national intelligence structures and procedures which may already exist within some land forces. Lastly, this publication does not identify specific technology requirements.

1.2 CURRENT AND FUTURE OPERATING ENVIRONMENT

The operating environment is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. The operating environment represents the actions of all parties involved in any conflict that includes several relevant aspects– political, military, economic, social, information, and infrastructure (PMESII). The operating environment is often expanded to encompass all of its physical and human components as well as psychological ones. Cultural, political, and economic fields are dimensions which enable us to understand the reasons of a conflict, the power relationships, the funding of war activities, and challenged resources.

Current Operating Environment – The 20th century brought a fundamental change to how hostile nations or non-state actors are conducting warfare and how nations with conventional armed forces are responding to address and handle confrontation.

Adversaries are rapidly exploiting technological developments for their tactical and operational effects in warfare. Leveraging cyberspace within the information environment is enabling and enhancing adversary capabilities, which were formerly reserved for developed nations with large and technically advanced militaries. Hostile nations and non-state actors are now operating outside territorial boundaries of the nation-state system. Non-state actors are resorting to asymmetric approaches at an increasing rate. Most adversaries are turning to asymmetry for two primary reasons. First, it can be as a direct military approach to avoid the enemy's strong points and exploit their weaknesses. Second, it can be an indirect strategy–using non-military or non-conventional means–to defeating the adversary (e.g., terrorism, development of weapons of mass destruction, and information manipulation).

Within the 21st century, more irregular adversaries continue to come to the forefront. They can be largely grouped into three categories: predatory systems, protestor systems, and subversive systems. Being diverse, non-state actors, they ultimately use whatever course of action best suits their desired objectives:

a. Predatory systems: commonly represented by criminal organizations seeking profit, these rarely fall in the armed forces' sphere of competence and mainly concern judiciary and law enforcement organizations.

b. Protestor systems: seeking limited political goals through armed fighting, these strive to obtain local power. They use armed confrontation to isolate territories and populations from the authority of the state.

c. Subversive systems: revolutionary in nature, these commit unlimited violence in a comprehensive political aim based on the advent of a new society without any potential compromise.

Growing numbers of irregular adversaries practicing predatory, protestor, and subversive systems in today's environment greatly increases uncertainty in the operating environment. This uncertainty further challenges planners to accurately identify adversaries' military and/or political goals and effectively operate across the campaign themes.

Future Operating Environment – As warfare evolves, so too will its focus. It is therefore vital to anticipate these changes in order to best prepare to effectively resolve them. Persistent crises will challenge nation- state militaries responsiveness as hostile actors gain more lethal capabilities and advanced technologies. The use of information – and disinformation – will have the ability to quickly spark instability and conflict across nations, regions, or the world. The operating environment has changed, generating new challenges. Non-linearity and unassigned areas continue to be two important variables for land manoeuvre. Both are related to a widened space where the concepts of line of contact, rear, and depth are fading and being replaced by a very congested area with numerous players.

Next to areas where land forces are operating, some areas are left empty. That provides an unconventional enemy safe havens from which hostile actions can be conducted.

This situation requires intelligence support to tactical level land forces where they conduct their mission, without neglecting non-assigned areas which can host threats and be the terrain of future operations.

During operations, land forces, especially at the battalion and company levels, constantly need rapid and clear situation updates and impact assessments on the potential accomplishment of assigned objectives.

In a comprehensive manoeuvre plan, the full range of materiel and non-materiel assets are used to counter the enemy by exploiting their weaknesses. Therefore, the priority for intelligence at all levels is to understand, act, and continually assess the situation.

Full awareness and understanding of the surrounding environment and its threats enables the commander and staffs' decision-making process. Consequently, intelligence is a key factor to the battalion or company commander's ability to maintain freedom of action in an ever-changing threat environment, a vital element in the conduct of an operation.

Technology offers possibilities to strengthen land forces' intelligence capabilities, though primarily allowing them to know rather than to understand. Only the combination of the technical and human dimensions reveals meaning and understanding. Regarding the human dimension, it is obvious that a battalion or a company can be a key player in the intelligence battle through an organic intelligence section.

1.3 BATTALION AND COMPANY INTELLIGENCE SUPPORT SECTION

Forces deployed in support of crisis management and conflict prevention are increasingly confronted with dynamic and complex operating environments and campaign themes, including combat, security, peace support operations and peacetime military engagement scenarios. In these campaign themes, battalions and companies are more frequently displaced from higher headquarters and have their own designated area of operations, requiring subordinate commanders to decide and lead with greater autonomy. Succeeding in such an environment necessitates access to comprehensive and appropriate levels of information collection and situation assessment capabilities to meet information density and diversity requirements. To close this capability gap, battalions, manoeuvre companies, and – when possible – support companies need intelligence support sections to enable operations.

A significant increase in operational tempo and complexity of the battlefield warrants improved processing and dissemination speed of information of intelligence value at the lowest tactical levels. Facing degraded communications and strategic information requirements makes it crucial to provide the battlespace commander with the most capable and agile intelligence support. Tactical manoeuvres need to be based upon a tactical estimate which is guided by operational analysis. Thus, the need for the IST at the battalion and company level. The IST will play key roles through every phase of the intelligence cycle in order to best improve the commander's battlespace awareness and develop an accurate operating picture.

1.4 THE INTELLIGENCE CYCLE

Tactical intelligence is used by commanders, planners, and operators for planning and conducting battles, engagements, and special missions. The intelligence cycle contributes to constant assessment of risks and threats by analyzing adversarial information and the operating environment. It assists the command in:

a. Identifying, defining, and nominating objectives;

b. Supporting the planning and execution of operations;

c. Assess the effectiveness of operations and impacts on the human environment; and

d. Countering adversary deception and surprise.

Intelligence is derived through an organized sequence of activities, referred to as the intelligence cycle, whereby information is obtained, assembled, converted into intelligence, and made available to users. These activities are focused through the four core phases of the intelligence cycle: direction, collection, processing, and dissemination (See annex B). Phases one and three, respectively direction and processing, are largely the responsibility of various staff levels. Conversely, collection is performed by different units, specialized or not, and organized according to their specialties. Dissemination serves to inform all echelons and continue driving the intelligence cycle by updating planning and direction.

Intelligence serves to help define the operating environment and to identify threats, offering opportunities for exploitation by decision-makers, increasing situational awareness (SA) and an informed common operational picture. To effectively do so calls for the collection of information through the employment of intelligence, surveillance, target acquisition and reconnaissance (ISTAR) assets. With more information available within the physical and information environments–it is crucial that all soldiers be considered a sensor if needed, thus bolstering an integrated intelligence support team at battalion and company levels.

Within the intelligence cycle, the collection phase is built upon the need to satisfy intelligence and information requirements. In addition to thorough contribution to and cognizance of the commander's requirements, intelligence staff must be aware of intelligence requirements (IRs) of higher, adjacent, subordinate, and supported elements. The collection plan combines the employment and monitoring of local, higher, adjacent and subordinate assets to gather information to satisfy the aforementioned requirements. The intelligence staff develops and disseminates responses to IRs expressed by the tactical commander. Dissemination extends to the higher echelons while meeting information exchange requirements.

Neither a battalion nor a company has a dedicated ISTAR team or equivalent unless provided as reinforcement for a specific mission. However, the raw data ISTAR teams gather requires processing, exploitation, and dissemination; without these steps, the data is worthless and will require support from higher headquarters. Application examples are provided for each phase of the intelligence cycle below.

a. Direction: Requirements have to be defined early in mission planning.

b. Collection: Requirements must be transformed into an intelligence asset tasking which has to be fully integrated into the overall force's maneuver.

c. Processing: Actionable intelligence must be built from a mass of raw information and data when access to higher, adjacent, and subordinate streams of intelligence are unavailable.

   (1) A function of the processing phase largely includes analysis, where collected information is sorted and converted into a form suitable for production. It applies the tools, processes and tradecraft to data and information to create and deliver new intelligence, insights, foresights and knowledge.

d. Dissemination: Timely and adequate determination of who needs what, at what time, and in what form (and sometimes to send an immediate, urgent message as its receipt may modify a course of action).

The IST is synchronized with the battalion intelligence staff and fosters mutually supporting relationships with command and control (C2), intelligence, and operations sections at the lowest level. As a result of this synchronization, higher headquarters intelligence sections are provided intelligence from tactical units operating at the lowest level.

The quality and format of the information provided by the IST directly impacts the success of supported units. To support intelligence collection, fusion, and production at the lowest tactical level, the commander must deliberately staff, train, and equip the IST while planning for their effective employment. The IST's effectiveness is contingent upon its ability to fuse diverse forms of information from inside and outside the battalion/company in order to aid the commander's decision-making process. IST analysis focuses on battalion and company operations; however, the IST also has the ability to report and contribute to the overall tactical common operating picture. If managed properly by the battalion intelligence staff, the IST mitigating against adverse battlefield effects and managing operational expectations across the spectrum of operations.

The IST will integrate into the supported unit's planning process and combat operations center (COC) to provide timely and relevant intelligence support to future and current operations at the tactical level. Intelligence support, which includes the threat as well as the operating environment, is specifically tailored to the unit's battlespace. The IST facilitates the accomplishment of all intelligence and operations tasks to support the unit's mission with available resources over the specified period of time. Command and control tasks resulting from the commander's mission analysis will determine the ultimate employment of the unit's IST.

The deliberate employment of the IST will provide the commander with an organized methodology for developing SA and intelligence information management as well as strengthen the overall decision- making processes. A well planned and implemented IST employment will:

a. Support the commander's intent and objectives;

b. Assist in situation development;

c. Provide indications and warnings of activity and changes in the security environment;

d. Provide support to force protection;

e. Provide lethal and nonlethal target development support;

f. Support combat assessment;

g. Integrate subject matter experts and intelligence enablers from higher, adjacent, and supporting units;

h. Integrate the IST into the unit operational processes with regards to;

(1) Future operations by conducting IPB/IPOE and by generating IRs for tactical targeting and mission planning.

(2) Current operations by conducting mission pre-briefs and performing intelligence tasks in the unit COC;

(3) Post-mission actions by conducting debriefs and providing intelligence preparation of the operating environment (IPOE) updates;

i. Synchronize the IST with higher echelon intelligence operations by;

(1) Coordinating planning processes at all operating levels;

(2) Developing a unit information management plan ensuring the IST's collected information is disseminated to support the higher, adjacent, and subordinate units;

(3) Employing automated intelligence software applications to record, filter, analyze, and disseminate significant activities and intelligence information.

Developing accurate SA under severe time constraints and limited information is the fundamental challenge of information management. Some level of SA can be achieved through the analysis of raw data; however, an intelligence cell can reduce information ambiguity and provide analysis in order to build SA. As information moves through the intelligence hierarchy, SA is inevitably strengthened. Enhanced SA enables the commander to assess situations more accurately and visualize future conditions and operations more effectively.

The IST's main objective is to provide the battalion and/or company level with a collection, analysis, processing, coordination and dissemination capability that gives the commander SA of the battlespace and enables mission accomplishment. To be effective the IST must be integrated in to all aspects of mission planning, execution and post mission analysis activities. Current operations consist of elements such as the mission pre-brief, collections planning, and intelligence function support in the battalion and/or company COC and, as required, mission field support (e.g., participating in patrols to gather intelligence and conducting site exploitations within means and capability). Post-mission actions include, but are not limited to, conducting the mission debrief. Future operations are categorized into, but not limited to, updating the intelligence preparation of the battlespace (IPB) and collections plans, submitting reports to higher headquarters, and adjusting target packages as appropriate.

When properly employed, the IST will provide the battalion and/or company with the capability to generate intelligence for immediate use. In order for this to be fully utilized, IST intelligence must be routed to the intelligence section at the higher headquarters. The IST's information can be integrated into developing a comprehensive intelligence picture, providing valuable SA to organic, adjacent and higher units.

1.5 COMMAND AND CONTROL AND OPERATIONAL INFORMATION SYSTEMS– THE REACH-BACK

The intelligence cycle must be implemented from C2 operational information systems. The land forces' requirements are part of a larger web shared between military authorities. Consequently, this leads to the concentration of more efficient and interoperable databases to avoid the loss of information and to meet information exchange requirements.

The demand for reducing land operations' footprint in theatre operations while increasing technical nature of the data processing systems necessitates the use of decentralized expertise through the so-called reach-back process. Accounting for the size of the team, a reach-back capability is invaluable to the IST's ability to accomplish assigned missions. It aims to reduce the size of deployed command posts' signatures, ensure C2 continuity, and improve the quality of intelligence.

Reach-back processes also perform remote functions, including timely additional expertise (e.g., analyses of complex signals and linguist pooling) and non-deployable technical actions (e.g., civilian linguistic expertise, simulation and decision-making aid system, and data bases management).

CHAPTER 2 INTELLIGENCE SUPPORT

2.1 GUIDING PRINCIPLES AND CHARACTERISTICS

The IST is the intelligence element that operates at the lowest tactical level and is integral to the supported unit.

At its core, the IST exists to ensure the timely and appropriately scaled provisioning of intelligence to enable the unit to accomplish its mission. This intelligence is of critical importance for the planning and conduct of operations. Instead of providing fundamental and generic intelligence, the inputs provided by the IST must be tailored to the requirements of the unit (i.e., actionable intelligence).

In turn, information collected at the lower tactical levels contributes to a comprehensive, overarching assessment of the intelligence situation at the next higher level of command as well as adjacent units; therefore, contributing to force protection for operations. Considering every soldier is a sensor, the IST provides for the systematic detection, near real time reporting, evaluation and provisioning of information to higher levels.

These tasks require a general understanding of the supported unit's operational doctrine. Thus, realistic training with the supported unit is a necessity. When possible, the IST should be part of the command group to facilitate the timely, accurate flow of information to decision-makers. As the single point of contact for the commander, the IST must make intelligence available in a relevant and understandable form.

Maintaining awareness of the operating environment and situation, the IST must be proactive and anticipate developments and information requirements to actively contribute to the unit's decision-making process. The intelligence provided supports the commander's battlespace awareness and reduces uncertainty in support of their decision-making process.

2.2 PRINCIPLES OF TASK PERFORMANCE

The IST is subordinate to the unit commander and the essential tasks include the following:

a. Advise the commander on all military intelligence issues.

b. Prepare and provide the intelligence estimate to aid mission accomplishment for friendly forces (battalion and/or company).

c. Provide indications and warnings against imminent threats.

d. Support the planning, preparation, conduct and analysis of unit missions.

Additionally, the IST may receive military intelligence specific missions, requirements and information from higher-level intelligence entities. Likewise, the IST must report collected information and processed intelligence to higher-intelligence entities, as appropriate.

IST personnel will be task organized based on the situation and mission. It can perform military intelligence tasks both in the command post and with frontline subunits. When accomplishing intelligence missions, the IST applies existing military intelligence

procedures. Details regarding task performance are laid down as required in the battalion headquarters' standing operating procedures (SOP) based on Allied Joint Publication (AJP)-2.0 INTELLIGENCE and AJP-2.1 INTELLIGENCE PROCEDURES.

For the IST it is therefore important to actively contribute in all phases of an operation, but most importantly in the operational planning phase. To accomplish this, as stated before, the IST will require support from higher levels' intelligence entities.

2.3 OPERATIONAL PLANNING AND TASKS

The IST identifies the unit commander's information requirements and develops the documentation to satisfy them. Based on the collection plan and in response to direct requests, the IST informs and advises the commander in all matters of military intelligence.

In support of operational planning and continuous decision-making process, the IST will rely on the support of higher commands if necessary. Similarly, the more specific mission details the IST provides higher headquarters, the more tailored support will be provided to the IST and supported unit. This relationship enables the unit's intelligence requirements to be satisfied in a timely manner. The tasks of the IST during operational planning are:

a. Draft recommended priority intelligence requirements (PIR's);

b. Conduct analysis to support tactical operations, ensure appropriately scaled SA, and develop recommendations for action for the commander;

c. Submit the unit's requirements to higher levels of intelligence in a timely manner;

d. Update and assess the military intelligence situation in the area of operations;

e. Advise patrol leaders as to the latest intelligence available;

f. Include higher echelons' information requirements into operational planning.

g. Conduct IPOE;

h. Conduct basic target development and target nomination in accordance with the targeting cycle.

The IST largely operates on the basis of the intelligence situation provided by higher entities. Hence, coordination should take place on a regular basis. The need for short notice coordination may arise from "bottom-up" information requirements of the unit or from "top-down" driven changes of the military intelligence situation. The IST will use this coordination to deliver regular reports to higher intelligence echelons. Conversely, the latter will use the synchronization efforts to inform the IST and provide information requirements as necessary.

In case units plan independent missions, they must take part in the targeting process. This means that the targets they intend to protect, engage or influence must be approved by the appropriate commander. The targeting process consists of the following steps:

a. End state and commander's objectives;

b. Target development and prioritization;

c. Capabilities analysis;

d. Commander's decision and force assignment;

e. Mission planning and force execution;

f. Assessment.

A target folder is a hardcopy or electronic folder containing target intelligence and related materials prepared for planning and executing action against a specific target. Battalions and companies may assist in developing target folders to accompany the submission of target nominations to the higher echelon targeting support cell. A target nomination list is not prepared at the battalion or company level.

Planning Considerations. The purpose of collection and analysis is to enable informed decisions. Intelligence must reach the appropriate personnel in a timely, digestible format to positively influence the decision-making process. In order to establish guidance and direction for the successful deployment of the battalion and/or company's limited resources, deliberate planning for the implementation of the IST is required.

IST SOPs should be established early in the pre-deployment training plan to enable the integration of IST personnel into battalion and/or company operations. It is vital that IST personnel be identified at the earliest opportunity during a unit pre-deployment training and remain in their roles for the duration of the training plan and follow on deployment. Training with the operational forces will build a relationship and common understanding of intelligence support provided by the IST.

Information Management. Information management provides a timely flow of relevant information to the commander and includes all activities involved in the identification, collection, filtering, fusing, processing, focusing, dissemination, and usage of information. At the battalion and/or company level, the IST must adhere to the information management standards provided for within the higher echelon's SOP in order to facilitate the rapid movement of information.

IST personnel should understand and comply with the guidance set forth by higher headquarters. To ensure effective transmittal of data and information, as well as dissemination of finished intelligence products, IST communications requirements should be incorporated into both company and battalion communications SOPs.

2.4 EXECUTION

The IST is tasked to update, assess and inform appropriate-level commanders regarding the military intelligence situation. For that purpose, the IST should be prepared to provide timely advice to their headquarters at all times. Key tasks assigned to the IST during the execution of an operation include:

a. Accompany the battalion and/or company on operations if necessary.

b. Perform military intelligence tasks related to the main relevant threats (e.g., contribute to C-IED, counter sniping, etc.).

c. If requested by higher echelon, contribute to the C2 of ISTAR assets that operate in the area of operations of the higher echelon.

d. Manage higher echelon intelligence collection assets assigned to the IST (e.g. civil-military cooperation or psychological operations (PsyOps) elements).

e. Support human intelligence (HUMINT) framework activities:

(1) tactical questioning (TQ),

(2) local/regional key leader engagement (KLE), if requested.

f. Support sensitive site exploitation.

g. Supervise the transfer of captured materiel to the technical exploitation process.

h. Conduct or participate in network engagement activities.

Analysis. IST personnel, especially at the company level, receive some analytical training but may not be formally trained. Therefore, when no formally training intelligence personnel are available, the commander may designate who they deem the most capable individuals to lead analysis and mentor non- intelligence IST personnel to strengthen the said individual's ability to contribute to intelligence operations. To the maximum extent feasible, the IST should employ organic, formally trained intelligence personnel to conduct analysis.

IST personnel receive basic analytical training, which provides them with a methodology that allows them to gain knowledge from the information collected by the battalion and/or company. The IST will focus on the formatting, evaluation, and exploitation of the collected information to:

a. Determine its probable accuracy, significance, and importance.

b. Determine the significance of the information as it relates to the accomplishment of the company's or battalion's overall mission.

c. Formulate an estimate of the enemy situation and probable tactics, and the effect these may have on the success of the overall mission.

When conducting research and analysis, the IST should rely on databases and/or hardcopy file databases so that information is well managed and easily retrievable. These processes and applications need to be standardized in order to allow integration of company level intelligence information into the battalion's (and above) common operating picture.

All personnel tasked with IST intelligence information processing should receive initial and ongoing training to execute intelligence analysis. The baseline steps and actions for conducting rudimentary analysis are as follows:

a. Review the information thoroughly.

b. Cross-reference the information with past reporting and events.

c. Avoid manipulating or changing information to correspond with a theory.

d. Consider other assets to draw information from to corroborate original reporting.

e. Share collected data with higher and adjacent units.

The purpose of analyzing information is to predict what will happen next. It is important to remember the following about predictive analysis:

a. It is based on established patterns.

b. It only determines the likelihood of a future occurrence.

c. It is influenced by external and internal events.

d. It is not 100 percent assured.

e. It is not risk free.

f. Analytic tools enhance briefing, but the tools are not, by themselves, analysis. When analysis has been completed, update fellow IST and COC personnel to maintain shared SA. Increase proportion of relevant personnel with aligned common operational pictures quickens the IST and COC's ability to support the commander's decision-making ability. To the fullest extent possible, visually display all pertinent information (e.g., pictures, diagrams).

2.5 ASSESSMENT

In this portion of an operation, the IST is primarily tasked with support to and–when necessary–the conduct of friendly force debriefs. This includes the preparation and assessment of any and all intelligence reports.

At the conclusion of a mission, the IST captures information and intelligence in order to update their knowledge of the enemy situation and operating environment. A debrief after any mission or action provides critical and often time-sensitive information enabling the IST to produce intelligence reports. The reports the IST produces not only enhance the supported unit commander's knowledge of their area of operations (AOO), but also provides higher echelon intelligence entities with more detailed reporting. The IST's reports allow both adjacent and higher echelon intelligence entities to update their intelligence products. The IST continually submits requests to higher intelligence echelons in order to prepare for upcoming missions..

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CHAPTER 3 TRAINING AND EQUIPPING

3.1 ORGANIZATION, ROLES, AND RESPONSIBILITIES

The unit commander and subordinate leaders determine the structure, manning, and integration of the IST. Their most important decision is to select the best qualified individuals to form the IST.

The IST and COC should be organized to simultaneously execute current and future operations and post- mission actions. The organization of the IST is flexible; however, it is important to be cognizant of the operational tempo, mission needs, and personnel available. Additionally, adequate manning is required to support sustained, 24-hour operations. Personnel assigned to the IST are selected from within the unit and should be highly capable, well-qualified individuals.

The IST relationship with the company and battalion headquarters must be well-defined in order to avoid confusion over command relationships and tasking authority.

3.2 PERSONNEL

Manning. At a minimum, the composition and focus of work for the IST military intelligence specialists will be as follows:

a. (1) x Military intelligence officer

   (1) IST leader

   (2) Advising the commander in terms of military intelligence and situation analysis and reporting

b. (1) x Military intelligence senior enlisted

   (1) Situation analysis and information management.

Preferably, these posts will be manned by military intelligence professionals with experience in situation analysis and assessment, such as a previous posting in a company-level intelligence unit at a minimum. These skills are primarily required to assess information and quickly prepare an appropriate situation picture and make it available to the unit commander and higher intelligence echelons.

As required, the IST should be reinforced by:

a. Additional military intelligence professionals and intelligence support personnel to ensure adequate support to continuous operations and general support tasks;

b. Qualified personnel to control reconnaissance assets assigned to the unit (e.g., unmanned aircraft systems, electronic warfare means, etc.);

c. Translators and/or linguists to support cooperation and liaison with local government, security authorities, local leadership, non-governmental organizations, etc. in the area of operations.

Billets. ISTs are composed of personnel in both intelligence and non-intelligence military specialties. The objective should be to have at least one formally trained intelligence member assigned to the battalion/company IST; however, lessons learned demonstrate that certain mission sets require more than three school trained intelligence members to perform

all IST duties in a sustained manner at the battalion level. Therefore, commanders may be required to also staff their company ISTs with personnel in non- intelligence specialties.

Battalion Intelligence Staff – The battalion intelligence staff assists the battalion commander by supervising the overall collection plan for the battalion and developing information requirements and planning. Battalion intelligence personnel are responsible for providing guidance and support to the IST and coordinating collective and individual training for the IST. The battalion intelligence staff provides support to the IST through collection assets, analysis, and reach-back capability to higher commands and national and theater level assets.

Battalion and/or company commander. Intelligence is an inherent command responsibility with the commander serving as the most important part of the IST's success or failure. With the assistance of the battalion senior military intelligence officer, to increase the odds of the IST's success, the commander should:

a. Publish a written plan for IST development and implementation;

b. Provide guidance and direction to ensure developed intelligence satisfies the commander's requirements;

c. Approve priority intelligence requirements (PIRs) specifically tailored to the AOO;

d. Provide direction in the scope of the IPOE effort, preferred product formats, and priorities for production requirements;

f. Participate in the analytical process and provide focus for the production effort as the end user;

g. Evaluate and provide feedback on all battalion and IST intelligence products.

IST Chief. The IST chief supervises the IST and assists the watch officer, ensuring that current and future operations are supported. The IST chief is the senior enlisted member assigned to the IST and receives guidance from the battalion and/or company commander and the executive officer. The IST chief's primary duties include the following:

a. Supervise IST operations and personnel;

b. Request organic and nonorganic support and integrate it into the collection plan;

c. Supervise the collection management process and dissemination of battalion PIRs and battalion and/or company specific orders or requests (SORs);

d. Coordinate and conduct intelligence briefs to support operations;

e. Supervise intelligence support to targeting and the production and dissemination of intelligence reports;

f. Coordinate the dissemination of maps, imagery, and intelligence products. Similarly, request appropriate intelligence products from the battalion S-2;

g. Communicate and coordinate intelligence with higher, adjacent, and supporting units;

h. Coordinate active and passive counterintelligence (CI) measures with CI personnel.

IST Intelligence Specialist. The IST intelligence specialist receives direction and tasking from the IST chief and conducts advanced analytic tasks. The IST intelligence specialist's primary tasks include the following:

a. Conduct intelligence briefs in support of operations;

b. Conduct debriefs to support and direct the collection plan;

c. Produce and disseminate intelligence reports;

d. Provide intelligence support to targeting;

e. Process, disseminate, and exploit information gained from operations;

f. Mentor and assist IST analysts and IST collections clerks.

IST Analysts. The IST analysts conduct intelligence production and dissemination of required intelligence reports for submission to higher, adjacent, supported, and supporting units. IST analysts assist in operational planning, battalion and/or company targeting boards, and mission preparation (e.g., high-payoff targets, high-value targets [HVTs], high-value individuals [HVIs], and persons of interest). Additionally, IST analysts will:

a. Record, update, and maintain intelligence databases using C2 and intelligence applications;

b. Assist in the production of intelligence briefs to support operations;

c. Collate and input collected information into the appropriate systems for analysis, production, and dissemination;

d. Perform link analysis on reported targets and the population at large;

e. Produce or request local maps, imagery, and intelligence products;

f. Conduct pattern analysis.

IST Collections Clerk. The IST collections clerk focuses on developing the battalion and/or company level intelligence collection plan, IRs, and specific information requirements (SIRs), which will support the overall battalion collection plan developed by the battalion S-2. Additionally, the IST collections clerk will:

a. Pre-brief and debrief patrols, convoys, and guard rotations in order to sensitize and recover collected information derived from PIRs, SIRs, and SORs;

b. Track enemy activity on enemy situation maps maintained by the watch officer;

c. Request organic and nonorganic intelligence, surveillance, and reconnaissance assets;

d. Collect, input, search, and analyze data from automated biometric systems;

e. Coordinate with targeting analysts to fill intelligence gaps on designated targets (e.g., high-payoff targets, HVTs, HVIs, and persons of interest);

f. Assist in the enforcement of active and passive force protection measures;

g. Conduct collections and collection requirements briefs in support of operations;

h. Process, disseminate, and exploit information as it pertains to collections;

i. Analyze information gained through operations;

j. Process unit imagery support requests to the battalion intelligence staff.

IST COC Personnel. The COC is at the forefront of the interaction between the IST and the battalion and/or company. A minimum of one IST representative will post in the COC at all times. In addition to working alongside the battalion and/or company commander and his staff to influence the battalion and/or company's tactical operations, the IST's COC personnel are responsible for the following:

a. Track enemy activity and submit intelligence information in accordance with battalion SOP;

b. Maintain the intelligence journal, the enemy situation map, and the intelligence read board in the command post;

c. Support current operating picture updates;

d. Review relayed intelligence from the IST to assist in answering PIRs and CCIRs;

e. Update pattern analysis products;

f. Brief and debrief patrols, convoys, and guard rotations;

g. Perform quality control on intelligence database entries (e.g., check completeness of information, correct formatting, and check date/time stamp).

3.3 TRAINING

The knowledge required of IST members necessitates a comprehensive, modular training and education program including job-specific fundamental training. This training program is sponsored by the NATO and national training centers with the focus of specifically promoting required specialization and experience. Training exercises with higher intelligence echelons and maneuver units are necessary to strengthen familiarity with operational procedures.

Suggestions for training topics include:

a. Military intelligence basic training;

b. Service-specific training;

c. Preparatory IST training course in support of billet functions and roles;

d. Tactical level situation analysis;

e. Advanced analytics including link analysis and target support development;

f. Information requirement management and collection requirements management;

g. Open source and publicly available information;

h. KLE training, sensitive site exploitation, evidence handling, mission pre-briefing and mission debriefing;

i. Language training.

Trained IST personnel must be prepared for potential operational tasks even when not committed to and/or preparing for known operations. For that purpose, common battalion and company level training exercises should be conducted.

Units should ensure continuous follow-on training for the IST personnel as part of pre-deployment training. Accordingly, ISTs should continuously train and refine basic military intelligence procedures and processes. They should use any opportunity to take part in combined training and exercises with higher intelligence echelons.

Focused and continual training ensures that non-intelligence personnel assigned to the IST understand the fundamentals of IST functionality and the intelligence cycle. All personnel involved in the collection, analysis and exploitation of intelligence must be aware of their role in the process. Non-intelligence personnel should first undergo formal, foundational training in the basics of the intelligence cycle and intelligence analysis. As the analytical skills of IST personnel improves, more complicated tasks—such as IPOE, developing enemy courses of action, and writing battalion and/or company IRs—should also be taught.

3.4 EQUIPMENT

The communication and information systems (CIS) to be used by the IST depends on what military intelligence specific CIS is used by the command. The IST's equipment is integrated into the unit's COC and overall information management plan and must facilitate performance of tasks for its supported unit. In order to be effective, the IST must have dedicated workspaces and a (mission-dependent) complement of equipment dedicated for its use. This includes items such as office supplies, desks, computers, printers, necessary processing, exploitation and dissemination software, tactical site exploitation kits, and any other gear identified as necessary to fulfill the IST's role as defined by the battalion and/or company commander.

In order to successfully conduct operations, the IST may require two workspaces; for example, one space located in the COC and one used to conduct mission pre-briefs and debriefs and update the IPB. If the IST is to be permanently integrated into the battalion and/or company COC, then dedicated workspace for the IST to operate within the COC will be required. In order to prevent unnecessary distractions that may conflict with COC operations, the IST's workspace for mission pre-brief or debrief and IPB updates should be separate from the IST's COC support workspace.

Beyond the aforementioned equipment requirements, depending on the unit's operational capability and prevailing threat environment, ISTs should be equipped with vehicles to ensure its mobility and responsiveness. When unavailable, ISTs must diligently plan alongside the COC to ensure vehicle transportation to accomplish the ongoing intelligence mission.

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CHAPTER 4 SUPPORT TO OPERATIONS

The IST is most effective when its work is complementary, supporting, and coordinated with existing battalion planning and collection efforts and does not replicate battalion level intelligence sections. The IST's actions and responsibilities in support of operations can be viewed in three phases: pre-mission support, support to current operations, and support to post-mission actions. The operations process occurs continuously and simultaneously, consisting of the major C2 activities: planning, executing, and assessing. At the battalion and company level, this requires commanders to synchronize activities in order to fuse battalion and company level operations and intelligence.

Intelligence is an integral component of all missions or patrols, the intelligence cycle and IST support to operations are both continuous processes. Therefore, in order to effectively support operations, IST actions must be carefully and completely integrated. Integration consists of an open, two-way information exchange from below the company level to the battalion level. The collection or gathering of intelligence and information is only effective if there are mechanisms in place to identify IRs and incorporate them into relevant and timely intelligence. Due to the fact IST personnel may not be on every mission or patrol, it is critical that a strong relationship be fostered between the IST and battalion and/or company personnel, such that every patrol member may contribute to the overall collection and intelligence effort. Notwithstanding, every patrol member must be watchful and observant on even the most routine missions.

4.1 PRE-MISSION SUPPORT

The IST's IPOE products and data should be used to provide operating environment updates, including– at a minimum–the enemy, weather, and terrain. Pre-mission intelligence support is a critical step toward maximizing the capabilities and preparedness of patrols and other battalion and/or company level operations.

The following are additional pre-mission support considerations:

a. Weather impacts before, during, and after operations (e.g., data for the 24 hours before, during, and after projected completion of an operation);

b. Enemy activity in vicinity of proposed operational routes (not only recent activity but any applicable longer-term historical trends);

c. Terrain analysis of areas within the AOO;

d. Conditions of proposed operational roads and paths;

e. Objective information and intelligence;

f. Significant surrounding terrain;

g. Landing zones and landing areas near checkpoints and objective areas;

h. Cultural considerations for likely encountered tribal and community areas; and

i. Current SIRs.

4.2 SUPPORT TO CURRENT OPERATIONS

While supporting current operations, the IST is responsible for establishing a system to track and analyze enemy activities and significant events to identify patterns and predict future enemy actions. IST personnel should continually analyze enemy activity and integrate other intelligence reporting in order to provide the supported commander an updated estimate of the enemy situation.

To provide the battalion and/or company commander with increased battlespace awareness and support intelligence collection over areas of interest, the IST will coordinate with the battalion for intelligence, surveillance, and reconnaissance support.

4.3 SUPPORT TO POST-MISSION ACTIONS

At the conclusion of a mission, the IST must capture all information and intelligence in order to update their knowledge of the enemy situation. Debriefs after any operation provides critical and often time-sensitive information that enables the IST to produce intelligence reports. The reports the IST produces not only enhances the battalion and/or company commander's battlespace awareness but also provides the battalion intelligence section with local reporting. The IST's reports allow both the IST and battalion intelligence section to update their intelligence products (e.g., intelligence estimate, IPOE, and targeting documents).

Conduct Debriefs. Post-mission debriefs are one of the best means to build a commander's SA. Therefore, the IST must conduct thorough debriefs with members of the mission to capture relevant and significant information. If time and manpower availability permits, the IST will debrief all members of a mission. IST debriefs serve to ensure that information and intelligence are not lost. Routine information often provides indicators of the operating environment and is integral to the targeting process.

Produce Reports. Supervisors must ensure the IST submits reports in accordance with the timelines and formats established by higher headquarters. Recording, reporting, and submitting documents to higher headquarters is paramount. Failure to submit reports in the proper format to higher headquarters intelligence section wastes valuable time and resources. Type, frequency, and format for reporting should be coordinated with higher headquarters as part of the information management process.

Update the IPOE, Collection Planning, and Civilian and Enemy Situation Board:

a. IPOE. IPOE is a continuous process that requires updates as new information adds fidelity to the operating environment and enemy picture. Information gathered from missions can provide granularity and substance to the IPOE. See Appendix B for an example of how the IPOE influences the intelligence estimate.

b. Collection Planning. Collection and intelligence requirements drive collection planning and support overall mission planning. Post-mission information provided to the IST provides information on potential targets and/or future missions that tie directly into collection planning.

c. Civilian and Enemy Situation Board. The situation board is a temporary graphical display of current dispositions, major activities, civilian considerations, and other pertinent intelligence and information with potential to either adversely or positively affect ongoing operations. Presenting this in a manner that it can be reviewed in one place, the situation board assists with interpretation, analysis, and decision-making.

Additionally, it helps with the dissemination of information by permitting the ready transfer of intelligence related to elements capable of interfering with the unit's mission. The enemy situation map is primarily an analytical tool and is often the primary tool used during fast-paced combat operations, particularly at lower command echelons.

Process Confiscated Detainee Materiel. In order to process confiscated detainee materiel properly, the IST applies "5S and a T" (search, safeguard, segregate, silence, speed, and tag) techniques. The IST must notify higher headquarters and provide basic identifying information on all detainees captured (including name, rank, date of capture, circumstances surrounding the capture, and any other information deemed appropriate by the capturing unit). The capturing unit must use an approved capture tag for the detainee and evidence/property tag for the detainee's possessions (see appendix B for examples).

4.4 TARGETING AND SUPPORT TO FUTURE OPERATIONS

Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, taking into account operational requirements and capabilities. When focusing on operations with limited assets and time, targeting combines intelligence, planning, C2, weaponeering, operational execution, and combat assessment (see Appendix C). The targeting cycle remains the same in all situations but may have more restrictive guidance or authorities based on the operating environment. Depending on the timeframe and scope of the operation, coupled with direction from higher headquarters, support to future operations will consist of a mix of immediate and deliberate production of materials focused on supporting both the battalion and company IRs. Future operations focus on the deep battle, which is defined either by distance or time. Because of the limited reach and scope of an average maneuver company, IST support to future operations is generally restricted to targeting and reporting.

The IST assists the commander in target development to effectively focus lethal and nonlethal operations. The IST supports the targeting process by assisting in the collection and detection of targets and identifying their vulnerability and relative importance.

Deliberate and dynamic targeting will be submitted to the battalion S-2 for review by the appropriate authorities. Specific information and intelligence gathered on a nominated target will flow from the IST to battalion S-2 for final submission higher headquarters. The IST will receive information of intelligence value from collections platforms executing SOR/SIR tasking. The IST will forward said information to the battalion S-2 for target refinement. Higher headquarters will dictate the appropriate targeting templates for use by the IST. These templates are integral to the sometimes complex approval process in distributed operations.

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CHAPTER 5 INTELLIGENCE COLLECTION AT THE TACTICAL LEVEL

Intelligence collection is the acquisition and provision of information to processing elements. Successful intelligence collection provides information regarding weather, enemy, terrain, and operating environment; reduces uncertainty; and provides indicators about enemy actions.

In response to CCIRs, PIRs, IRs, gaps in the IPOE, and higher and adjacent units' requests for information, the IST develops an intelligence collection plan that employs available resources and methods to answer those requirements and reduce uncertainty for the commander. The IST constantly and simultaneously collects and processes layers of information for follow-on synthesis into an intelligence product. Ideally, the product will be used to assist in the planning and conduct of operations.

5.1 COLLECTION PROCESS

Similar to the intelligence cycle, the IST collection process is continuous. To assist in understanding, the process is broken into three segments: current operations support, post-mission actions, and future operations support.

Current Operations Support	
Step 1	Mission assignment. Commander articulates *What* information is needed to make a decision for a given mission. This is called a PIR.
Step 2	Determine *How* this PIR can be ascertained or understood. What actions, evidence, and/or observations will provide answers/clues to this PIR? These are called indicators. These indicators are then articulated as an SIR.
Step 3	Determine *Where, When, How*, and *Who* can observe indicators and warnings. The *How* and *Who* are important because they determine what skills/assets are required—which determines what asset is tasked or resource is requested by a specific order or request (SOR). This becomes the collection plan.
Step 4	Present this collection plan to the CO for approval. Then, work with the company XO or company SEL to integrate this collection plan into the operational matrix. Afterwards, brief the SORs to unit personnel executing the mission.
Step 5	During mission support in the company COC, monitor combat reporting for answers/input to SORs.
Post-Mission Actions	
Step 6	Conduct mission debrief.
Step 7	Process and analyze information from mission debrief and combat reporting. Assess whether satisfied SORs contribute to answering PIRs. Any remaining gaps will be annotated.
Future Operations Support	
Step 8	Update IPB and collection planning notes. This information is used for the planning process of future missions.

Legend:
CO - commanding officer XO - executive officer SEL–senior enlisted leader

5.2 COLLECTION PROCESS APPLICATION

Allocation of assets for intelligence collection relies on the ability to focus on SIRs in a specific location. To successfully apply the collection process, identified information gaps must be followed by the employment of appropriate resources to obtain the needed information.

5.3 DEVELOP PRIORITY INTELLIGENCE REQUIREMENTS

Battalion and/or company commanders will designate their own PIRs based on input from operations and intelligence personnel. A battalion's and company's PIRs should be specific to its AOO and aid the commander in making critical decisions. The PIRs should also be adjusted and updated as the situation changes. Actions taken to answer the PIRs should include research and analysis by the IST or, possibly, require a designated mission/operation. The commander's decision points are supported by CCIRs and PIRs, which are then supported by a named area of interest. If there is potential for lethal action, a target area of interest may also be developed. In coordination with the battalion S-2, the company IST will develop and manage the company collection plan and ensure the battalion's and company's CCIRs, PIRs, and IRs are synchronized.

5.4 DETERMINE INDICATORS

For each PIR and IR, the IST identifies and lists the indicators derived from an analysis of the enemy and the characteristics of the objective area or target. Indicators form the basis for developing SIRs and SORs for the collection of information. Indicators can be positive or negative evidence. There is usually more than one indicator for each particular requirement.

5.5 BRIEFING

A brief should emphasize the collection priorities listed on current PIRs and SIRs that are appropriate for the type of mission. A brief should also emphasize the need for mission members to exploit every opportunity for observation of their surroundings during the conduct of the mission. The briefer will maintain close coordination with the mission leader prior to execution of the operation in order to ensure information requirements are understood. In order to fully prepare the mission members, the mission brief will include the following:

a. Current IPOE tailored to the mission's AOO.

b. Collection plan:

(1) PIRs/SIRs, named areas of interest, assets and resources, target folders, and collection matrices,

(2) Note or provide applicable collection forms (e.g., census, tactical conflict assessment planning framework).

c. Weather reports tailored to the mission.

5.6 DEBRIEFS

Debriefs allow the IST to fill in information gaps in the unit's collection plan and further develop the intelligence picture. Leaders must ensure that personnel returning from missions are specifically tasked with completing quality debriefs. Mission debriefing is a methodical process of interviewing all members of the mission in order to document information collected during the operation. Through debriefs, IST personnel obtain valuable information regarding, but not limited to, the following:

a. Enemy military operations (missions, composition, weapons and equipment strength, dispositions, tactics, training, combat effectiveness, logistics, and medical procedures),

b. Physical environment (terrain, hydrology, and weather),

c. Infrastructure (lines of communication, installations and facilities, points of entry, and landing zones),

d. Atmospherics (demographics, values and beliefs, affiliations and identity, and cultural economy).

There are multiple debriefing forms that can be used to capture information. The debriefing format depends on the established unit and higher headquarters SOPs. To prepare for the debriefing, the IST should reference the collection requirements communicated to the mission members prior to execution of its operation. Setting the conditions for an effective debrief includes the following:

a. Establish and update debriefing procedures in SOPs as needed.

b. Consider the consequences of battalion and company level operations center-led debriefs versus consolidated operator debriefs.

c. Select a comfortable, uncongested location where the group can be debriefed without interruption.

d. Establish and maintain rapport with the individual or group.

e. Establish an atmosphere so that even the most junior member present is comfortable enough to speak up freely.

f. Ensure that all members of the mission, especially relevant billet holders are present (e.g., platoon commander, platoon sergeant, platoon/squad intelligence representative, element leaders, recorder).

g. Follow an established SOP for debriefs.

h. Ensure that all items of interest collected by the patrol (e.g., pictures, recordings, sketches, map improvements) are present, displayed, and picked up and processed by the IST.

i. Maintain the focus on drawing information from the individual or group being debriefed.

j. Refrain from asking leading questions that may confirm or deny pre-patrol assumptions or suspicions of the debriefer.

k. Ask questions requiring detailed responses.

l. Use the 5 Ws (who, what, where, when, and why) to ask questions to avoid yes or no answers.

m. Track all environmental changes in the AOO.

n. Identify SIRs answered.

o. Find a balance between objective and subjective observations.

p. Limit debriefing time.

Mission debriefs will include any information required by higher headquarters collection plans. Typical examples of required information are air and ground enemy actions, unusual sightings, weather, and friendly losses or damage caused by enemy action.

Post-debrief Actions. Upon the completion of any debrief, the IPOE and collection plan must reflect any changes uncovered or newly discovered data. Update the collection plan as follows and disseminate intelligence and related products as applicable:

a. Determine what SIRs were answered;

b. Determine what new intelligence gaps exist;

c. Determine what intelligence, surveillance, and reconnaissance assets are available to collect;

d. Determine recommended re-tasking of assets;

e. Inform CI, HUMINT, and security personnel of potential leads from debrief;

(1) Identify re-contact information of individuals that approached the patrol showing a desire to assist friendly forces or were in need of assistance;

(2) Provide new information on persons of interest;

f. Update IPOE, “Be on the Lookout” (referred to as BOLO) lists, significant activities, pattern analysis, and link analysis.

5.7 DETAINED PERSONNEL PROCESSING

To not be confused with a detainee interrogation, IST personnel trained in the law of war and humane treatment standards can conduct TQ of individuals on the battlefield. Before conducting TQ, it is imperative to have proper legal personnel brief all members of the unit about when or if TQ is legal in the operating environment. Properly designated personnel can question the detainee to obtain pertinent biographical information, biometric data, and information necessary for the medical evaluation or treatment of the detainee.

Proper processing of detained personnel is essential to gaining intelligence information in a timely manner. Once in custody, the collection and dissemination of gained information is vital. Detainees will not be harmed in any way; they will be safely handled, disarmed, searched, segregated, and silenced. Detainees are authorized to keep those items that will enhance their survival while in a combat zone, such as a helmet or gas mask, and those articles of clothing required for health and minimum comfort. Detainees shall not retain any item that may be used as a weapon. All personal items shall be impounded and transported with the individual (but not in their possession), such as medical prescription pills.

Due to detainee processing varying with the theater, AOO and/or command, unit SOPs should highlight basic considerations. Commanders must include detainee procedures in the battalion and company COC SOP and give specific instructions regarding the IST's role in processing detained persons. The IST will notify higher headquarters and provide basic identifying information on all detainees captured including name, rank, date of capture, circumstances surrounding the capture, and any other information deemed appropriate by the capturing unit. The capturing unit will use the approved capture card (see Appendix B for example).

5.8 CONFISCATED MATERIEL PROCESSING

Because of sensitivities, there will most likely be a theater- and AOO-specific policy addressing confiscated materiel. In a timely manner, gain intelligence information from confiscated materiel while preserving evidence for biometric exploitation. Confiscated materiel will consist generally of two categories: documents and materiel, (e.g., weapons, computers, communications gear).

Documents. Confiscated documents will be turned over to the intelligence section and forwarded to higher headquarters for document exploitation. Each document or report will show where, when, and from whom it was captured, what processing it has received; and who has been advised of the contents. Documents taken specifically from a detainee will be evacuated with the prisoner so he can be interrogated concerning the contents of the document(s).

Materiel. At a minimum, rubber or protective gloves should be used in order to avoid contamination and/or destruction of biometrics evidence. Items will not be altered, modified, or defaced. Units are highly encouraged to create a more detailed SOP that would also include procedures for use of controlled bagging and labeling procedures.

Materiel will be tagged with information regarding the location and circumstances of capture, to include the detainee's name annotated on the capture card. Captured equipment too large to be handled easily (e.g., aircraft, vehicles, large weapons) will be placed under guard. The IST will notify higher headquarters of item location and description. Equipment will be secured until transfer.

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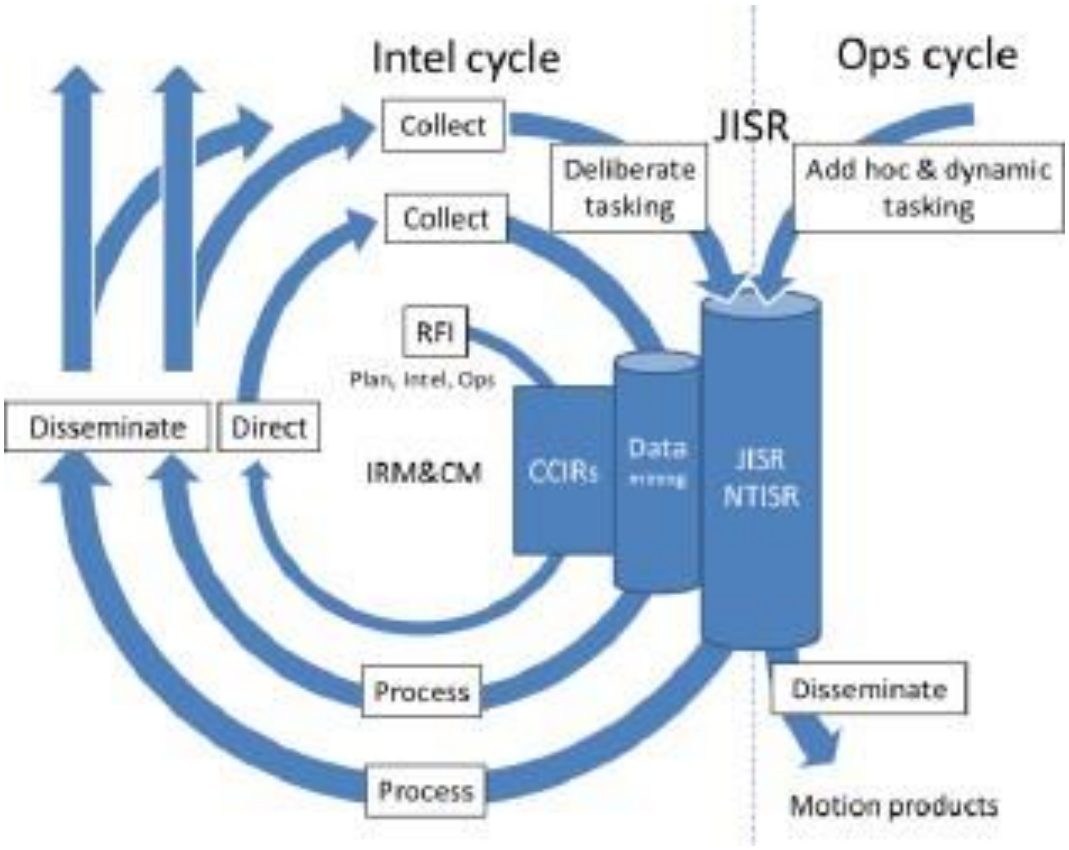
APPENDIX A Resources

The Intelligence Cycle

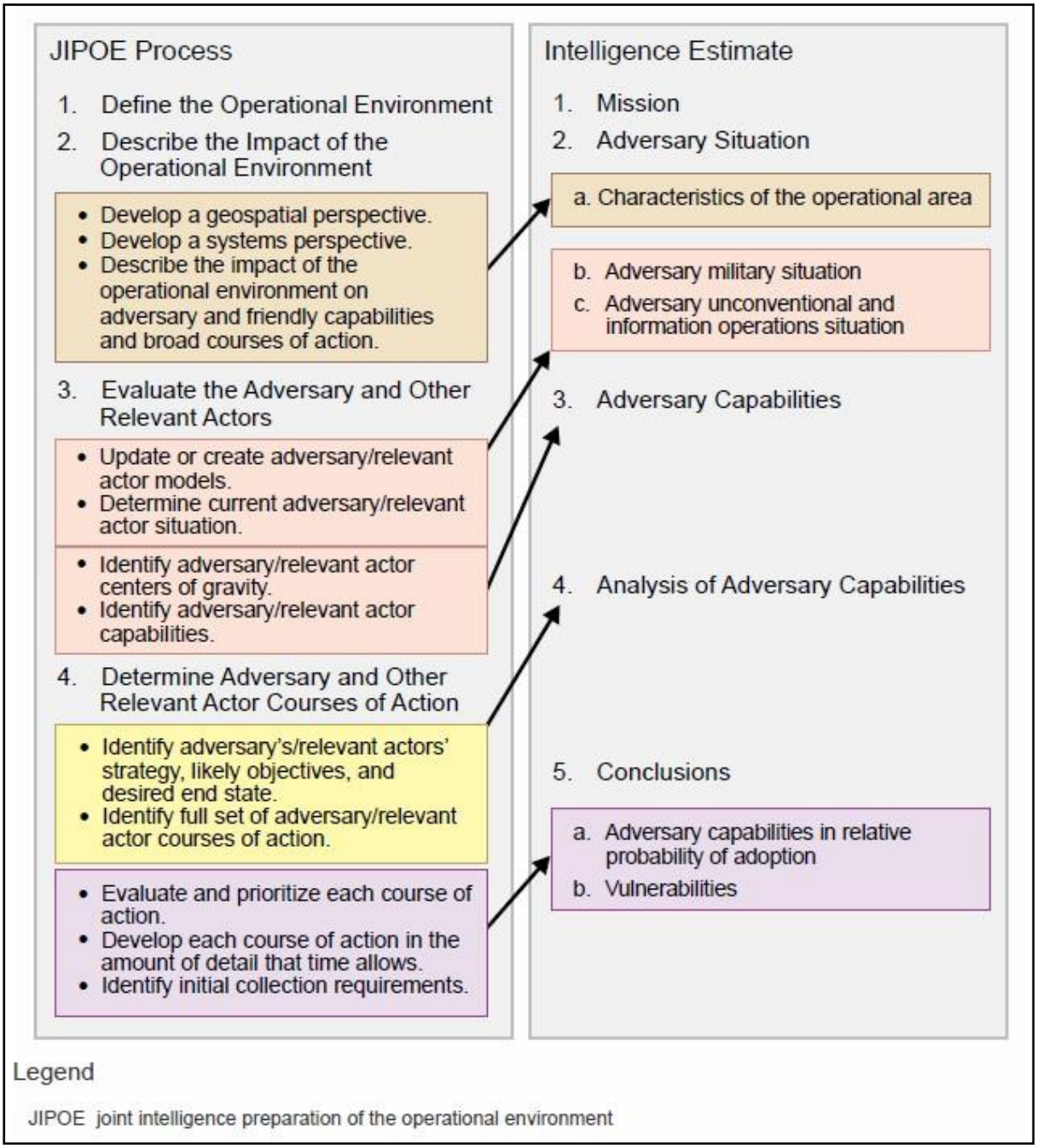
Source: AJP-2 Allied Joint Doctrine for Intelligence, Counter-Intelligence and Security

Intelligence Requirements Management and Collection Management Process



Source: AIntP-16 Intelligence Requirements Management & Collection Management Procedures

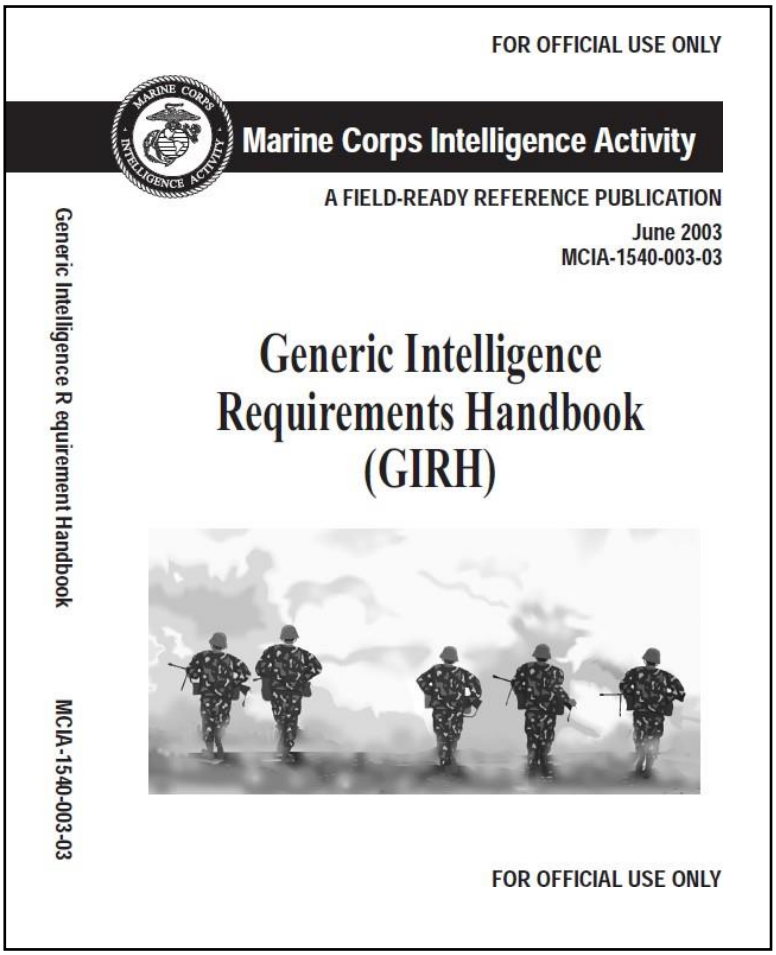
Joint Intelligence Preparation of the Operating Environment and the Intelligence Estimate



Source: Derived/aligned with AJP-2 and AIntP-17.

Generic Intelligence Requirements Handbook (GIRH)

The GIRH is a field-ready reference publication produced by United States Marine Corps Intelligence Activity. The GIRH provides Intelligence staffs a checklist to identify information gaps, a reference when requesting information, and a baseline support tool when providing operational intelligence to forward deployed units. To request a copy of a GIRH, contact Marine Corps Intelligence Agency, 2033 Barnett Avenue, Quantico, VA 22134, United States, Fax (703) 432-7175.



Example of a PMESII-ASCOPE Chart to Assist in Evaluating the Operating Environment

	P Political	M Military	E Economic	S Social	I Information	I Infrastructure
A **Areas**	District/Provisional boundary, party affiliation areas, insurgent shadow government influence area	Coalition, HNSF bases, historic ambush/IED sites, insurgent bases	Bazaars, farming areas, livestock dealers, auto repair shops, smuggling routes locations of illicit exchange, mining areas	Traditional picnic areas, bazaars, outdoor shura sites	Radio, TV and paper coverage, word-of-mouth gathering points, graffiti, posters	Irrigation networks, water tables, areas with medical services
S **Structures**	Provincial/district centers, shura halls, polling sites, courthouse, mobile courts	Provincial/District police HQ, insurgent known leader house/business.	Bazaars, wheat storage, banks, mining structure, industrial planes	Mosques, wedding halls, popular restaurants	Cellular, radio and TV towers, print shops	Roads, bridges, electrical lines, gabion walls, dams
C **Capabilities**	Dispute resolution, local leadership, insurgent(s) ability to have impact judiciary capacity, tribal ombudsman committee	HNSF providing 24/7 security? QRF present? Insurgent strength/weapons, enemy recruiting potential.	Access to banks, ability to withstand drought, development, estimated size of black market, irrigation potential	Strength of tribal/village traditional structures, mullahs, traditional means of justice (e.g., shura)	Literacy rate, availability of electronic media, phone service	Ability to build/maintain roads, walls, check dams, irrigation system, sewage
O **Organizations**	Political parties, insurgent group affiliations, government organizations, NGOs, court system, JSSP trainers	Coalition, HNSF present, insurgent groups present	Banks, large land holders, cooperatives, economic NGOs, major illicit industries	Tribes, clans, families, sports shuras, youth shuras	News organizations, influential mosques, insurgent IO groups	Government ministries, construction companies
P **People**	Governors, councils, shura members, elders, mullahs, parliamentarians, judges, prosecutors, tribal ombudsman	Coalition, HNSF military leaders, insurgent leaders	Bankers, landholders, merchants, money lenders, illegal facilitators, smuggling chain	Mullahs, maliks, elders, shura members, influential families, entertainment figures	Media owners, *mullahs*, maliks, heads of families	Builders, contractors, local development councils
E **Events**	Elections, shuras, judges, significant trials; tribal courts, provincial council meetings, speeches, JSSP training sessions	Lethal events, unit relief-in place, loss of leadership, operations	Drought, harvest, businesses open/close, good/bad crop, poppy harvest	Friday prayers, holidays, weddings, deaths/funerals, births, bazaar days	Friday prayers, publishing dates, IO campaigns, project openings, civilian casualty events	Road/bridge construction, well digging, centre/school construction

Legend

HNSF host-nation security forces
NGO non-governmental organization
IED improvised explosive device
QRF quick reaction force
IO information operations
TV television

Source: AIntP-13 Human Network Analysis and Support to Targeting.

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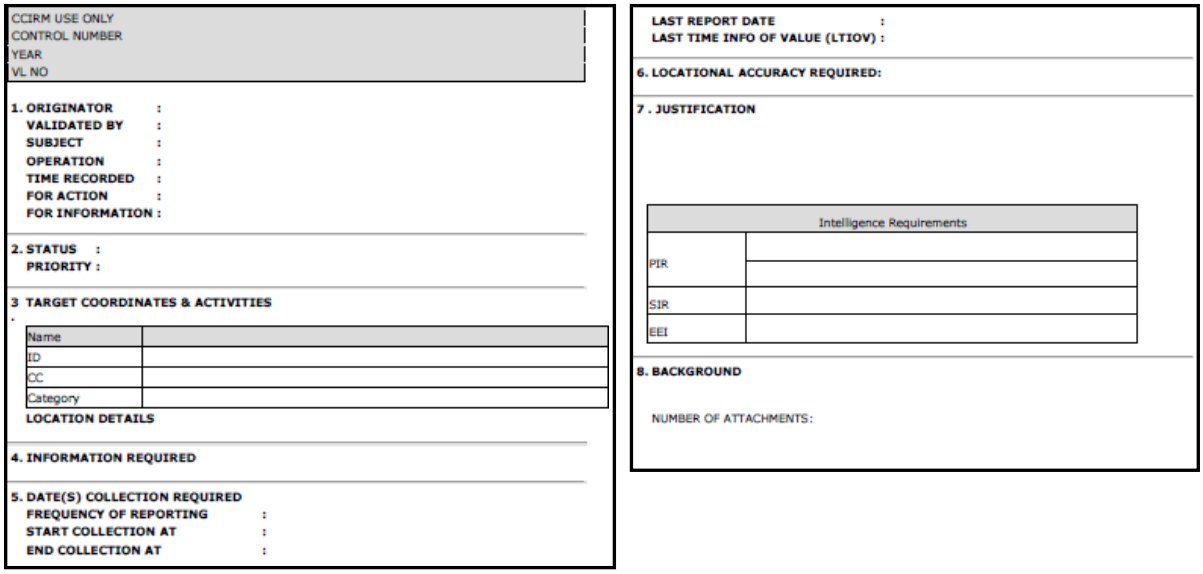
APPENDIX B Templates

Request For Information (RFI) Format



CCIRM USE ONLY
CONTROL NUMBER
YEAR
VL NO

1. ORIGINATOR :
VALIDATED BY :
SUBJECT :
OPERATION :
TIME RECORDED :
FOR ACTION :
FOR INFORMATION :

2. STATUS :
PRIORITY :

3 TARGET COORDINATES & ACTIVITIES

Name	
ID	
CC	
Category	

LOCATION DETAILS

4. INFORMATION REQUIRED

5. DATE(S) COLLECTION REQUIRED
FREQUENCY OF REPORTING :
START COLLECTION AT :
END COLLECTION AT :

LAST REPORT DATE :
LAST TIME INFO OF VALUE (LTIOV) :

6. LOCATIONAL ACCURACY REQUIRED:

7 . JUSTIFICATION

Intelligence Requirements	
PIR	
SIR	
EEI	

8. BACKGROUND

NUMBER OF ATTACHMENTS:

Source: AInt-P-16 Intelligence Requirement Management and Collection Management

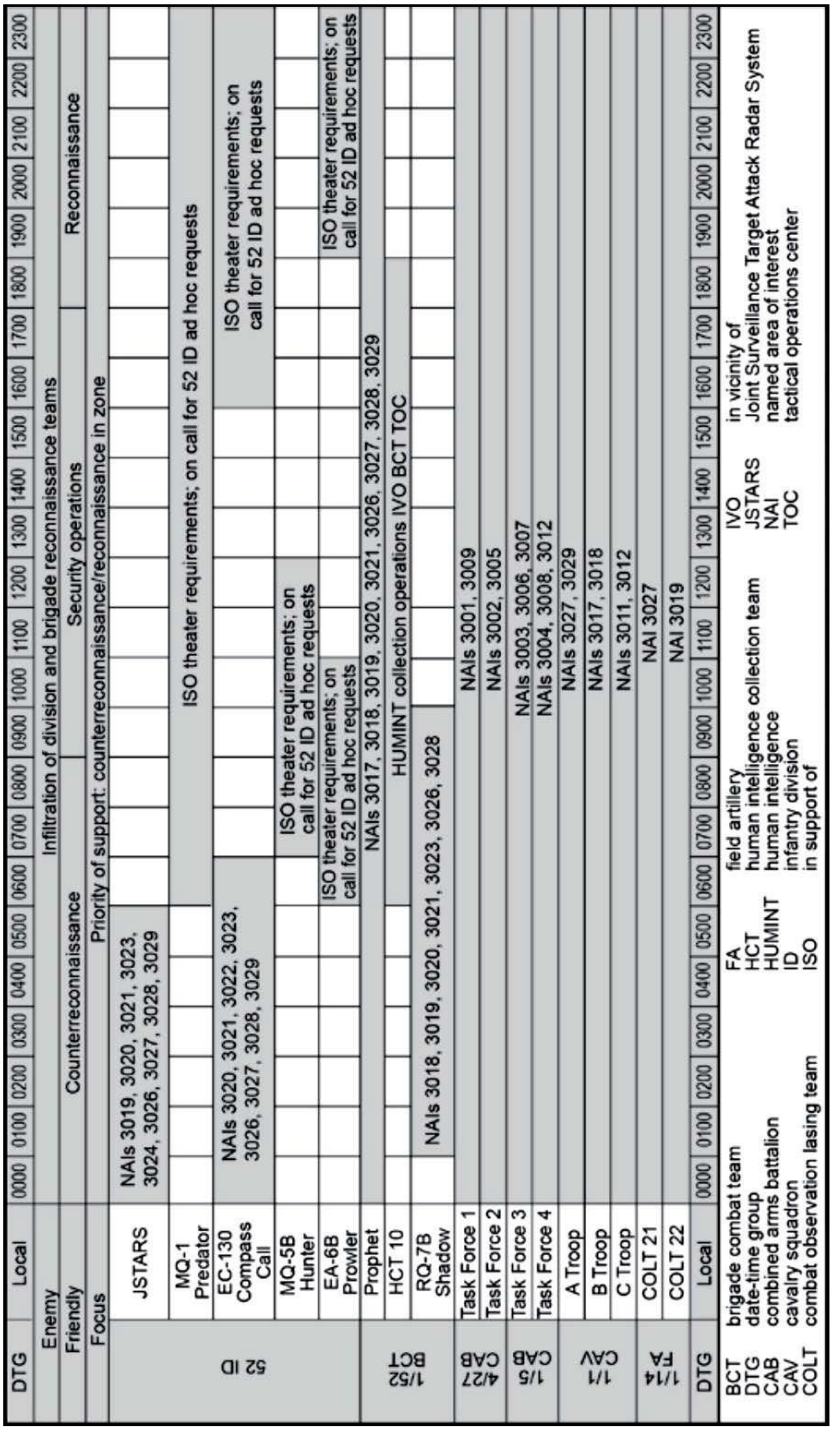
Sample Collection Plan

PIRs	EEIs	Indicators	SIRs	NAIs	Time	BCT Assets: 1st BN	2d BN	1-1 CAV	1-14 FA	52d BEB	52d BSB	IMINT: Shadow	SIGINT: Prophet/LLVI	HUMINT: HCT	IMINT	SIGINT	ELINT	HUMINT	Division	RC-12	Predator UAS	Corps
PIR 1: Where are the Donovian and BFB reconnaissance teams and indirect assets that target 1/52 ABCT?	1A. Where do enemy forces employ reconnaissance assets?	DRT elements consisting of 5 to 7 man teams	Report composition, disposition, strength, and activity of enemy movement consisting of at least 1 BRDM, 1 BMP	3001 3002 3005 3009 3017 3018 3027 3029	H-1	X		X					X			X			X			
				3003 3004 3005 3007 3011 3012			X	X					X			X			X			
		Enemy movement consisting of at least 1 BRDM	Report composition, disposition, strength, and activity of DRT elements consisting of 5 to 7 man teams	3009 3017	H-1	X		X					X			X			X			
				3006 3012			X	X					X			X			X			
	1B. Where do enemy forces use indirect assets that target 1/52 ABCT?	Identification of BM-21, 2S19, 9A52, IL-220	Report composition, disposition, strength, and activity of BM-21 (wheeled 122-mm MRLS), 2S19 (SP 152-mm howitzer), 9A52 (wheeled 300-mm MRLS), and IL-220	3015	H-1				X										X			
				3016					X										X			
				3014					X										X			
				3019					X										X			

ABCT armored brigade combat team
BCT brigade combat team
BEB brigade engineer battalion
BFB Bilasuvar Freedom Brigade
BN battalion
BSB brigade support battalion
CAV cavalry
DRT division reconnaissance team
EEI essential element of information
ELINT electronic intelligence
HCT human intelligence collection team\
H-hour specific hour at which a particular operation commences
HUMINT human intelligence
IMINT imagery intelligence
LLVI low-level voice intercept
MRLS multiple rocket launcher system
mm millimeter
NAI named area of interest
SIGINT signals intelligence
SIR specific information requirement
UAS unmanned aircraft system

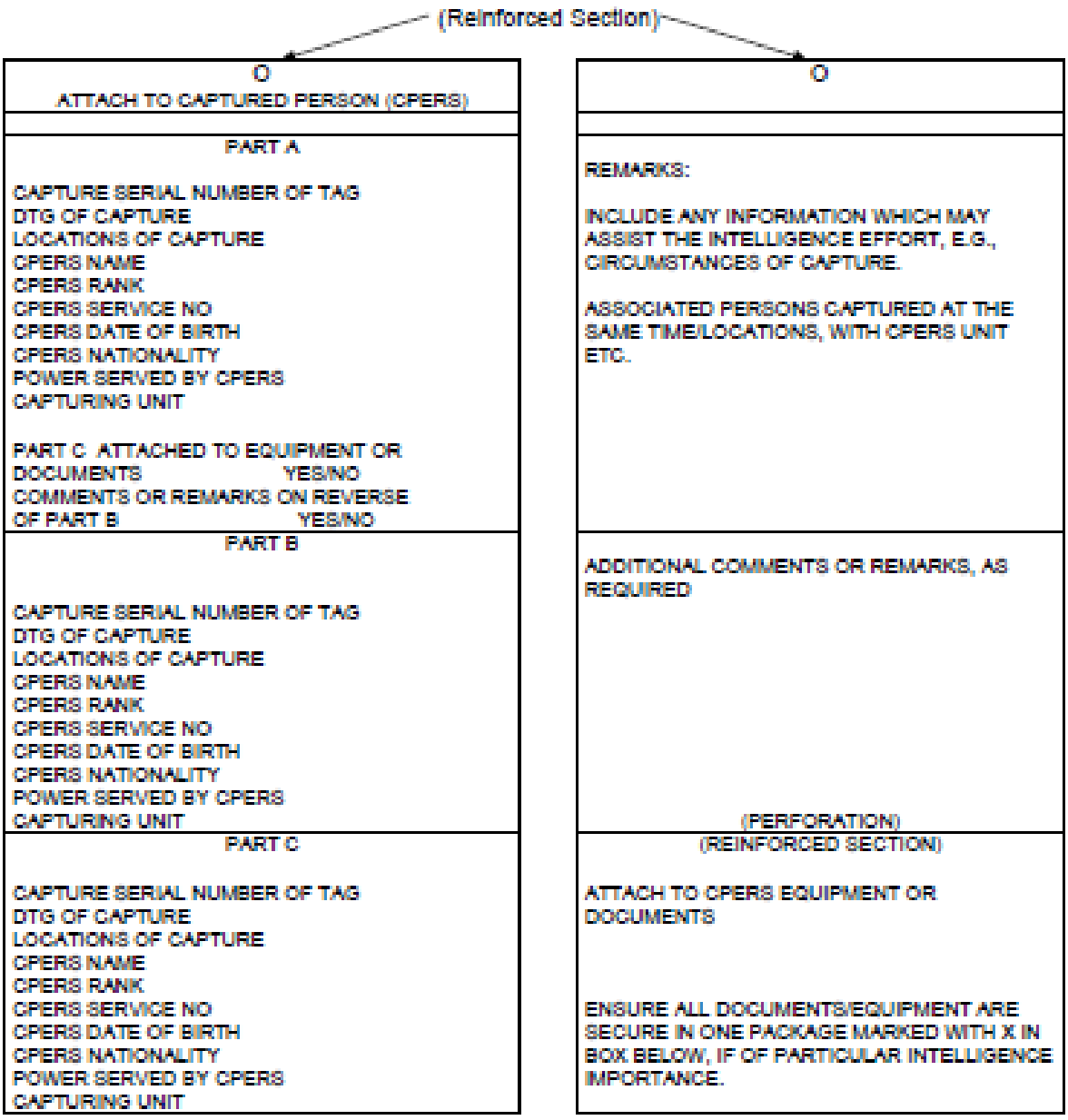
Source: Derived/aligned with AInt-P-16

Sample ISR Synchronization Matrix



Source: Derived/aligned with AIntP-16

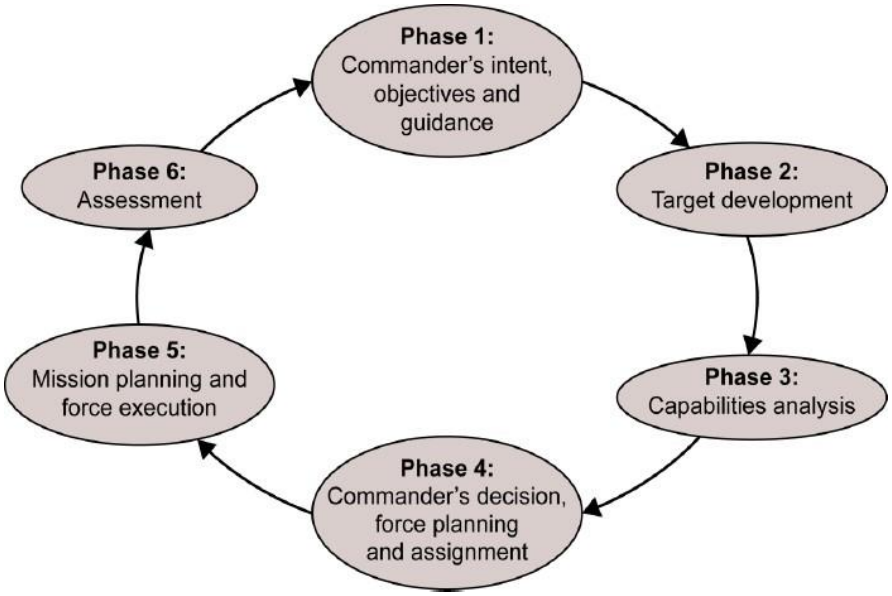
Sample Detainee Capture Tag and Evidence Tags



Source: AJP-2.5 Captured Persons, Materiel, and Documents

APPENDIX C Targeting Tools

The Joint Targeting Cycle



Source: AJP 3.9 The Joint Targeting Cycle

Sample Target List

NUMBER	DESCRIPTION	REPORTING	LOCATION	LTIOV	REMARKS
ID Number	Structure/Individual/ Hyperlink/etc.	Report(s) Number(s)	MGRS	DTG	Notes as required (i.e., status collection assets/resources)
Legend: **LTIOV**–latest time information of value **MGRS**–military grid reference system					

Source: AJP 3.9 The Joint Targeting Cycle

LEXICON

SECTION I—GLOSSARY

area of interest (AOI). For a given level of command, the area of concern to a commander relative to the objectives of current or planned operations, and which includes the commander's areas of influence, operations or responsibility, and areas adjacent thereto.
NATO Agreed. 2017-09-01

area of operations (AOO). An area within a joint operations area defined by the joint force commander for conducting tactical level operations.
NATO Agreed. 2017-09-01

collection. In intelligence usage, the acquisition of information and the provision of this information to processing elements. *Related concept:* agency; intelligence cycle

commander's intent. A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned. *Related concepts:* assessment; end state

indicator. In intelligence usage, an item of information which reflects the intention or capability of a potential enemy to adopt or reject a course of action.
NATO Agreed. 1981-03-01

information requirement. In intelligence usage, information regarding an adversary or potentially hostile actors and other relevant aspects of the operating environment that needs to be collected and processed to meet the intelligence requirements of a commander. *Related concept:* collection plan.
NATO Agreed. 2011-02-03

intelligence. The product resulting from the directed collection and processing of information regarding the environment and the capabilities and intentions of actors, in order to identify threats and offer opportunities for exploitation by decision-makers. (NATO *Term*).
NATO Agreed. 2013-10-31

intelligence cycle. The sequence of activities whereby information is obtained, assembled, converted into intelligence and made available to users. This sequence comprises the following four phases:

a. Direction - Determination of intelligence requirements, planning the collection effort, issuance of orders and requests to collection agencies and maintenance of a continuous check on the productivity of such agencies.

b. Collection - The exploitation of sources by collection agencies and the delivery of the information obtained to the appropriate processing unit for use in the production of intelligence.

c. Processing - The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation.

d. Dissemination - The timely conveyance of intelligence, in an appropriate form and by any suitable means, to those who need it.
NATO Agreed. 1981-09-01

intelligence preparation of the battlespace (IPB). The analytical methodologies employed by the Allied, multi-national and/or joint commands to reduce uncertainties concerning the enemy, environment, time, and terrain.

intelligence requirement (IR). A requirement for intelligence to fill a gap in the command's knowledge or understanding of the operating environment or threat forces. *Related concepts:* intelligence; priority intelligence requirement.

named area of interest (NAI). A geographical area where information is gathered to satisfy specific intelligence requirements.
NATO Agreed. 2007-03-02

operating environment (OE). A composite fo the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.

situational awareness (SA). The knowledge of the elements in the battlespace necessary to make well-informed decisions. Related concepts: situation awareness picture.
NATO Agreed. 2012-01-30

targeting. The process of selecting and prioritizing targets and matching the appropriate response to them, taking into account operational requirements and capabilities.
NATO Agreed. 2008-01-15

SECTION II—LIST OF ACRONYMS AND ABBREVIATIONS

AJP	Allied joint publication
AOO	area of operations
ATP	Allied tactical publication
ASCOPE	areas, structures, capabilities, organizations, people, and events
C2	command and control
CCIR	commander's critical information requirement
CI	counter-intelligence
CIS	communication and information systems
COC	combat operations centre
GIRH	Generic Information Requirements Handbook
HUMINT	human intelligence
HVI	high-value individual
HVT	high-value target
IPB	intelligence preparation of the battlespace
IPOE	intelligence preparation of the operating environment
IST	intelligence support team
IR	intelligence requirement
ISTAR	intelligence, surveillance, target acquisition and reconnaissance
KLE	key leader engagement
PIR	priority intelligence requirement
PMESII	political, military, economy, social, information, and infrastructure
PsyOp	psychological operation
S-2	intelligence officer/intelligence office
SA	situational awareness
SIR	specific information requirement
SOP	standing operating procedures

SOR	specific order or request
STANAG	NATO standardization agreement
TQ	tactical questioning

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