

**FM 3-55**

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**Information Collection**

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**Headquarters, Department of the Army**

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# Information Collection

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## Preface

Although this is the first edition of field manual (FM) 3-55, the concepts are not new. Many who read this FM will recognize that it is a culmination of decades of refinement. In this manual, the term *information collection* is introduced as the Army's replacement for *intelligence, surveillance, and reconnaissance* (also known as ISR). ISR is a joint term, for which the Army revised to meet Army needs. The manual describes the following activities: planning requirements, assessing collection, tasking and direct information collection assets. Also it contains the actions taken by the commanders and staffs in planning, preparing, executing, and assessing information collection activities. As the Army fields new formations and equipment with inherent and organic information collection capabilities, it needs a doctrinal foundation to ensure their proper integration and use to maximize their capabilities.

### PURPOSE

This FM provides essential and enduring doctrine for Army forces conducting information collection activities. This FM aligns information collection with current Army doctrine. The modular force structure with the brigade combat team as the centerpiece of the deployed force also moves many information collection assets to lower echelons. The latter is a major shift from previous ways of operating.

### SCOPE

This manual covers the principles and fundamental considerations for information collection planning and execution in operations. Although it recognizes and discusses the impact of systems that support information collection activities, this manual emphasizes fundamentals and concepts rather than equipment or systems. The doctrine contained herein is intended to be broad enough to apply to all operational themes—from a peacetime military engagement to a major combat operation—and applicable at battalion through corps echelons deployed in an area of operations, although each organization employs tactics, techniques, and procedures appropriate to its level.

### AUDIENCE

This manual is designed for officers and Soldiers assigned to units that direct or conduct information collection activities as well as commanders and staffs of corps, division, brigade combat teams, support brigades, and battalions. It applies to the Active Army, the Army National Guard, Army National Guard of the United States, and the United States Army Reserve unless otherwise stated; and U.S. Army Training and Doctrine Command institutions and components. This FM forms the foundation for instruction on information collection activities within the Army's educational system.

### ADMINISTRATIVE INFORMATION

The information presented is descriptive, not prescriptive or restrictive. This manual complies with ADP 3-0, FM 2-0, FM 5-0, FM 6-0, and FM 7-15.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC). The preparing agency is the Combined Arms Doctrine Directorate, U.S. Army Combined Arms Center. Send written comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-MCK-D (FM 3-55), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337 or by e-mail to [usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil](mailto:usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil).

# Introduction

*A nuanced understanding of the situation is everything. Analyze the intelligence that is gathered, share it, and fight for more. Every patrol should have tasks designed to augment understanding of the area of operations and the enemy. Operate on a “need to share” rather than a “need to know” basis. Disseminate intelligence as soon as possible to all who can benefit from it.*

General David H. Petraeus, U.S. Army  
*Military Review*

The Army currently has no unified methodology or overall plan to define or establish how it performs or supports information collection activities at all echelons. This publication clarifies how the Army plans, prepares, and executes information collection activities within or between echelons.

This manual emphasizes three themes. First, foundations of information collection that demonstrate information collection activities are a synergistic whole, with emphasis on synchronization and integration of all components and systems. Second, commanders and staff have vital responsibilities in information collection planning and execution, with emphasis on the importance of the commander’s role. Finally, the planning requirements and assessing success of information collection is measured by its contributions to the commander’s understanding, visualization, and decisionmaking abilities.

With the exception of cyberspace, all operations will be conducted among the people and outcomes will be measured in terms of effects on populations. This increases the complexity of information collection planning, execution, and assessment, requiring a deeper level of situational understanding from commanders. It demands full staff integration into information collection activities as well as the engagement of every Soldier in collecting and reporting information. This field manual cannot provide all the answers, but its purpose is to prompt the user to ask the right questions.

**Chapter 1** provides the Army definition of information collection.

**Chapter 2** examines the roles and actions of the commander and staff in information collection planning and execution. This chapter also discusses the working group for information collection.

**Chapter 3** describes planning requirements and assessing collection of information collection activities.

**Chapter 4** discusses the tasking and directing of collection assets. The operations staff integrates collection assets through a deliberate and coordinated effort across all warfighting functions. Tasking and directing is vital to control limited collection assets. During task and direct, the staff recommends redundancy, mix, and cue, as appropriate.

**Appendix A** provides an overview of the information collection assets and capabilities available to Army commanders.

**Appendix B** provides instructions for preparing Annex L (Information Collection) in Army plans and orders.

**Appendix C** examines joint intelligence, surveillance, and reconnaissance activities.

Commanders drive information collection activities through their choice of critical information requirements and through mission command in driving the operations process. Commanders visualize, describe, direct, lead, and assess throughout the operations process with understanding as the start point. Intelligence preparation of the battlefield assists them in developing an in-depth understanding of the enemy and the operational environment. They then visualize the desired end state and a broad concept of how to shape the current conditions into the end state. Commanders describe their visualization through the commander’s intent, planning guidance, and concept of operations in order to bring clarity to an uncertain situation. They also express gaps in relevant information as commander’s critical information requirements. The challenge is for information collection activities to answer those requirements with timely, relevant, and accurate intelligence that enables commanders to make sound decisions.

## Chapter 1

# Foundations of Information Collection

This chapter presents the basics of information collection. It begins with the definition and purpose of information collection. It then discusses the information collection processes. Lastly, the chapter discusses primary information collection tasks and missions.

### DEFINITION

1-1. Knowledge is the precursor to effective action, whether in the informational or physical domain. Knowledge about an operational environment requires aggressive and continuous operations to acquire information. Information collected from multiple sources and analyzed becomes intelligence that provides answers to commander's critical information requirements.

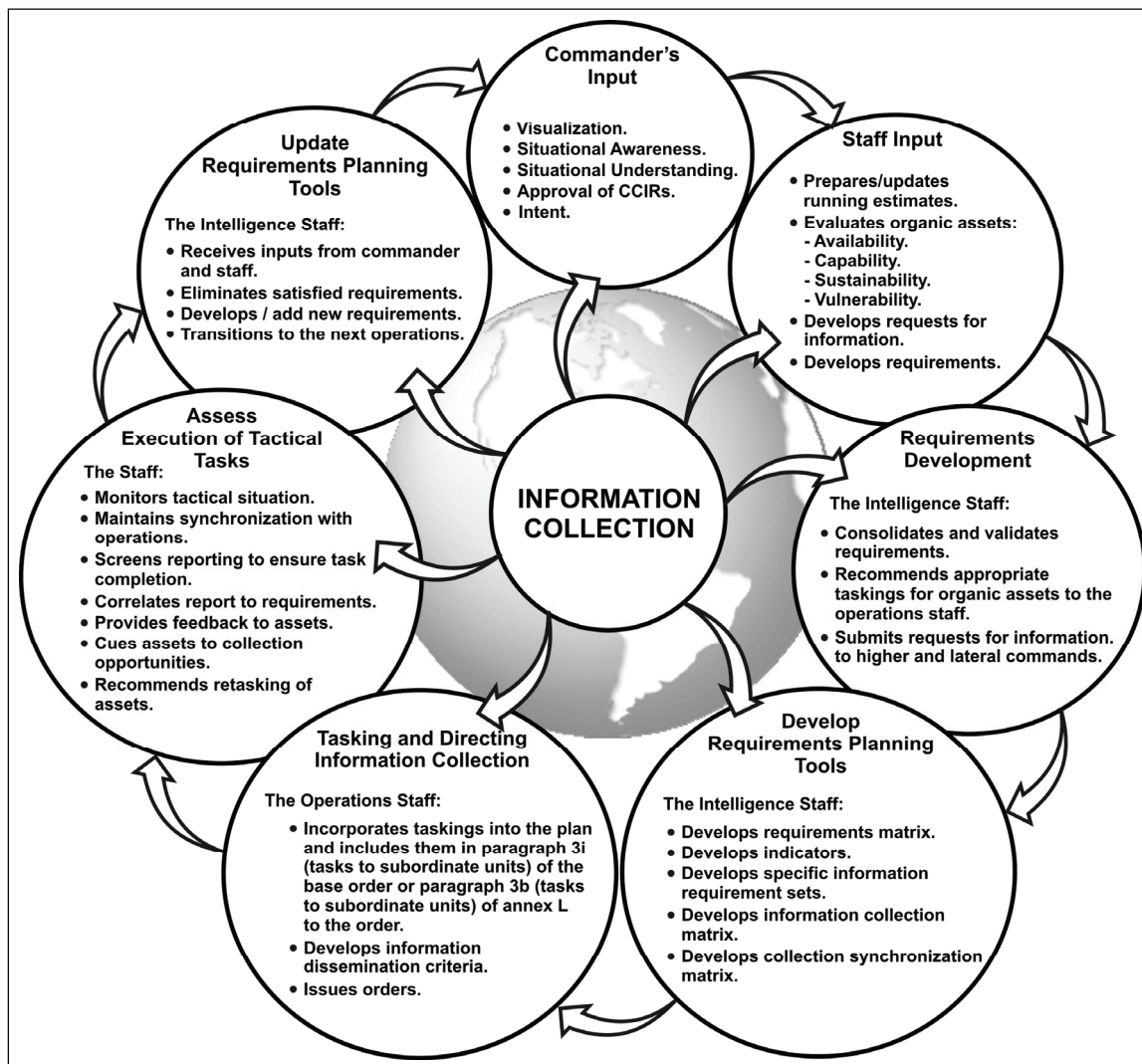
1-2. Commanders have used to provide intelligence to reduce the inherent uncertainty of war. Achieving success in today's conflicts demands extraordinary commitment to reducing this uncertainty. The Army describes information collection as an activity implies a function, mission, or action, as well as the organization that performs it. Information collection activities are a synergistic whole, with emphasis on synchronization and integration of all those components and systems.

1-3. Information collection is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination of systems in direct support of current and future operations. This activity implies a function, mission, or action as well as the organization that performs it. Information collection activities are a synergistic whole with emphasis on synchronization and integration of all those components and systems. Information collection integrates the intelligence and operations staffs functions focused on answering the commander's critical information requirements. For joint operations, refer to appendix C.

1-4. At the tactical level, reconnaissance, surveillance, security, and intelligence missions or operations are the primary means by which a commander plans, organizes, and executes shaping operations that answer the commander's critical information requirements and support the decisive operation. Figure 1-1 on page 1-2 displays information collection activities.

1-5. The intelligence and operations staffs work together to collect, process, and analyze the information the commander requires concerning the enemy, other adversaries, climate, weather, terrain, population, and other civil considerations that affect operations. Intelligence relies on reconnaissance, security, intelligence operations, and surveillance for its data and information. Conversely, without intelligence, commanders and staffs do not know where or when to conduct reconnaissance, security, intelligence operations, or surveillance. The usefulness of the data collected depends upon the processing and exploitation common to these activities.

1-6. Commanders integrate information collection to form an information collection plan that capitalizes on different capabilities. Information collection assets provide data and information. *Intelligence* is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity (JP 2-0). Intelligence informs commanders and staffs where and when to look. Reconnaissance, security, intelligence operations, and surveillance are the **ways**—with the **means** ranging from national and joint collection capabilities to individual Soldier observations and reports. The **end** is intelligence that supports commander's decisionmaking. The result—successful execution and assessment of operations—depends upon the effective synchronization and integration of the information collection effort.



**Figure 1-1. Information collection activities**

1-7. These activities of information collection support the commander's understanding and visualization of the operation by identifying gaps in information, aligning assets and resources against them, and assessing the collected information and intelligence to inform the commander's decisions. They also support the staff's integrating processes during planning and execution. The direct result of the information collection effort is a coordinated plan that supports the operation. As staff assesses information and intelligence, they refine the plan and issue fragmentary orders to the plan to re-task or re-mission assets and units.

## PURPOSE

1-8. Information collection activities provide commanders with detailed, timely, and accurate intelligence, enabling them to visualize threat capabilities and vulnerabilities, and to gain situational understanding. Information collected from multiple sources and analyzed becomes intelligence that provides answers to commander's critical information requirements as part of an evolving understanding to the area of operations. These activities contribute to the achievement of a timely and accurate common operational picture (COP). By answering the commander's critical information requirements (CCIRs), information collection activities enable commanders to make informed decisions.



1-9. Effective information collection activities—

- Provide relevant information and intelligence products to commanders and staffs.
- Provide combat information to commanders.
- Contribute to situational awareness and facilitates continuous situational understanding.
- Generate a significant portion of the COP vertically and horizontally among organizations, commanders, and staffs.
- Support the commander’s visualization, permitting more effective mission command.
- Answer the CCIRs.
- Facilitate and are facilitated by the intelligence preparation of the battlefield (IPB).
- Support effective, efficient, and accurate targeting.
- Decrease risk for the unit.

1-10. Commanders and staffs continuously plan, task, and employ collection assets and forces to collect information. They request information and resources through higher echelons as needed. This information and intelligence enable commanders to make informed decisions that are translated into action.

1-11. Information collection planning is crucial to mission success. The four fundamentals in effectively planning, synchronizing, and integrating information collection activities are—

- The commander drives the information collection effort.
- Effective information collection synchronization and integration requires full staff participation.
- Conducting information collection requires a collection capability, either organic or augmented by nonorganic resources.
- Conducting information collection requires an analytical capability to analyze and produce actionable intelligence.

1-12. Commanders must be involved in the information collection planning process by quickly and clearly articulating their CCIRs to the staff. This enables the staff to facilitate the commander’s visualization and decisionmaking by focusing on the CCIRs.

1-13. Effective information collection requires the entire staff’s involvement and input. This enables the intelligence staff to identify and assess information requirements and the operations staff to task and direct the effort.

1-14. Conducting information collection activities requires an organic collection capability, either organic or augmented by nonorganic resources. Acquiring the required information to answer the requirements encompasses the efforts of reconnaissance, security, surveillance, intelligence operations, and the skills of Soldiers. All the activities that contribute to developing continuous knowledge about the area of operations are considered information collection activities. Planners must understand all collection assets and resources available to them and the procedures to request or task collection from those assets, resources, and organizations. Refer to appendix A for additional information.

1-15. Conducting these activities requires an analytical capability to interpret information and produce actionable intelligence. The analyst’s ability to employ critical thinking and use multiple sources during intelligence analysis reduces uncertainty and helps solve problems that could not be resolved via a single source of information. This requires staff sections to understand the capabilities and limitations of assets to collect and report. The staff must also establish reporting guidelines to the collection assets.

## INFORMATION COLLECTION PROCESS

1-16. Information collection is the acquisition of information and the provision of this information to processing elements. This process performs the following tasks:

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

## PLAN REQUIREMENTS AND ASSESS COLLECTION

1-17. The intelligence staff (in collaboration with the operations officer and the entire staff) receives and validates requirements for collection, prepares the requirements planning tools, recommends collection assets and capabilities to the operations staff, and maintains synchronization as operations progress. (Chapter 3 of this manual discusses plan and assess in detail.)

## TASK AND DIRECT COLLECTION

1-18. The operations officer (based on recommendations from the staff) tasks, directs, and when necessary re-tasks the information collection assets. (Chapter 4 of this manual discusses tasking and directing of collection.)

## EXECUTE COLLECTION

1-19. Executing collection focuses on requirements tied to the execution of tactical missions (such as reconnaissance, surveillance, security, and intelligence operations) based on the CCIRs. Collection activities acquire information about the adversary and the area of operations and provide that information to intelligence processing and exploitation elements. Typically collection activities begin soon after receipt of mission and continue throughout preparation and execution of the operation. They do not cease at conclusion of the mission but continue as required. This allows the commander to focus combat power, execute current operations, and prepare for future operations simultaneously.

1-20. The subtasks are—

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

### Establish Technical Channels and Provide Guidance

1-21. This subtask includes providing and conducting technical channels to refine and focus the intelligence disciplines' information collection tasks. It coordinates the disciplines' assets when operating in another unit's area of operations. (FM 2-0 contains additional information for this task and its two subtasks: "*Establish and maintain technical channels*" and "*Conduct deconfliction and coordination.*")

1-22. Due to the unique characteristics of intelligence operations, technical channels ensure adherence to applicable laws and policies, ensure proper use of doctrinal techniques, and provide technical support and guidance to intelligence operations and discipline assets. Applicable laws and policies include all relevant U.S. laws, the law of war, international laws, directives, Department of Defense instructions, and orders. Commanders direct operations but often rely on technical control to conduct portions of the collection effort.

1-23. Technical channels refer to supervision of intelligence operations and disciplines. Technical channels do not interfere with the ability to task organic intelligence operations assets. It ensures adherence to existing policies or regulations by providing technical guidance for intelligence operations tasks contained within the information collection plan. While not a formal command or support relationship, technical channels is a critical function that ensures the collection asset has the required technical data to perform mission-related tasks.

1-24. Technical channels also involve translating tasks into the specific parameters used to focus the highly technical intelligence operations collection or the legally sensitive aspects of signals intelligence collection as well as human intelligence military source operations and counterintelligence tasks. Technical channels provide the means to meet the overall commander's intent for intelligence operations. Technical channels include but are not limited to defining, managing, or guiding the use of specific intelligence assets or identifying critical technical collection criteria (such as technical indicators and recommending collection techniques or procedures).

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*Note:* In specific cases, regulatory authority is granted to specific national and Department of Defense intelligence agencies for specific intelligence discipline collection and is passed through technical control channels.

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### **Collect and Report Information**

1-25. This task involves collecting and reporting information in response to collection tasks. Collection assets collect information and data about the threat, terrain and weather, and civil considerations for a particular area of operations (AO) and area of interest. A successful information collection effort results in the timely collection and reporting of relevant and accurate information, which supports the production of intelligence or combat information.

#### ***Collect***

1-26. As part of the collection plan, elements of all units obtain information and data concerning the threat, terrain and weather, and civil considerations within the AO. Well-developed procedures and carefully planned flexibility to support emerging targets, changing requirements, and the need to support combat assessment is critical. Once staffs collect the information, they process it into a form that enables analysts to extract essential information and produce intelligence and targeting data. Once Soldiers collect the information, it is processed into a form that enables analysis. Collected and processed information is provided to the appropriate units, organizations, or agencies for analysis or action. This analyzed information forms the foundation of running estimates, targeting data, intelligence databases, and intelligence.

#### ***Report***

1-27. Collection assets must follow standard operating procedures (SOPs) to ensure staffs tag reports with the numbers of the tasks they satisfy. Simultaneously, SOPs ensure assets understand and have a means of reporting important but unanticipated information. Collection assets reporting may convey that collection occurred, but the unit did not observe any activity satisfying the information collection task, which may be a significant indicator. As a part of reporting, the staff tracks which specific collection task originates from which intelligence requirement. Such tracking ensures the staff provides the collected information to the original requester and to all who need the information. Correlating reporting to the original requirement and evaluating reports is key to effective information collection. The staff tracks the progress of each requirement and cross-references incoming reports to outstanding requirements.

### **Establish a Mission Intelligence Briefing and Debriefing Program**

1-28. The commander establishes, supports, and allocates appropriate resources for a mission briefing and debriefing program. The battle updates and after action reviews are separate tasks from the mission briefing and debriefing program. The G-2 (S-2) develops a mission intelligence briefing program and complementary debriefing program to support the commander's program.

## **PRIMARY INFORMATION COLLECTION TASKS AND MISSIONS**

1-29. Information collection encompasses all activities and operations intended to gather data and information that, in turn, are used to create knowledge and support the commander's requirements, situational understanding, and visualization. Commanders maximally achieve information collection when they carefully employ all the collection tasks and missions together in an operation. This appropriate mix of collection tasks and missions helps satisfy as many different requirements as possible. It also ensures that the operations and intelligence working group does not favor or become too reliant on one particular unit, discipline, or system. The Army has four tasks or missions it primarily conducts as a part of the information collection plan:

- Reconnaissance.
- Surveillance.

- Security operations.
- Intelligence operations.

### RECONNAISSANCE

1-30. *Reconnaissance* is those operations undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographical or geographical characteristics and the indigenous population of a particular area (FM 3-90). Reconnaissance primarily relies on the human dynamic rather than technical means. Reconnaissance is a focused collection effort. A combined arms operation, reconnaissance is normally tailored to actively collect information against specific targets for a specified time based on mission objectives.

1-31. Units perform reconnaissance using three methods: dismounted, mounted, and aerial (each can be augmented by sensors). Successful and effective units combine these methods. To gain information on the enemy or a particular area, units can use passive surveillance, technical means, and human interaction, or they can fight for information.

1-32. Reconnaissance produces information concerning the AO. Staffs perform reconnaissance before, during, and after other operations to provide information used in the IPB process. Commanders perform reconnaissance to formulate, confirm, or modify a course of action (COA). Reconnaissance provides information that commanders use to make informed decisions to confirm or modify the concept of operations. This information may concern the enemy, the local population, or any other aspect of the AO. Commanders at all echelons incorporate reconnaissance into their operations.

1-33. Reconnaissance identifies terrain characteristics, enemy and friendly obstacles to movement, and the disposition of enemy forces and civilians so that commanders can maneuver forces freely with reduced risk. Reconnaissance prior to unit movements and occupation of assembly areas is critical to protecting the force and preserving combat power. It also keeps U.S. forces free from contact as long as possible so that they can concentrate on the decisive operation.

### Reconnaissance Objective

1-34. Commanders orient their reconnaissance by identifying a reconnaissance objective within the AO. The reconnaissance objective is a terrain feature, geographic area, enemy force, or specific civil considerations about which the commander wants to obtain additional information. The reconnaissance objective clarifies the intent of the reconnaissance by specifying the most important result to obtain from the reconnaissance mission. Every reconnaissance mission specifies a reconnaissance objective. Commanders assign reconnaissance objectives based on commander's critical information requirements, reconnaissance asset capabilities, and reconnaissance asset limitations. The reconnaissance objective can be information about a specific geographical location (such as the cross-country trafficability of a specific area), a specific enemy activity to be confirmed or denied, a specific enemy element to be located or tracked, or specific civil considerations (such as critical infrastructure). When the unit lacks time to complete all the tasks associated with a specific form of reconnaissance, it uses the reconnaissance objective to guide it in setting priorities.

1-35. Commanders may need to provide additional detailed instructions beyond the reconnaissance objective (such as specific tasks to be performed or the priority of tasks). They do this by issuing additional guidance to their reconnaissance units or by specifying these instructions in the tasks to subordinate units in the operation order. For example, if a unit S-2 concludes that the enemy is not in an area and the terrain appears to be trafficable without obstacles, the commander may direct the reconnaissance squadron to conduct a zone reconnaissance mission with guidance to move rapidly and report by exception any terrain obstacles that will significantly slow the movement of subordinate maneuver echelons. Alternatively, when the objective is to locate an enemy force, the reconnaissance objective would be that force, and additional guidance could be to conduct only that terrain reconnaissance necessary to find the enemy and develop the situation.

## Reconnaissance Fundamentals

- 1-36. The seven fundamentals of reconnaissance are—
- Ensure continuous reconnaissance.
  - Do not keep reconnaissance assets in reserve.
  - Orient on the reconnaissance objective.
  - Report information rapidly and accurately.
  - Retain freedom of maneuver.
  - Gain and maintain enemy contact.
  - Develop the situation rapidly.

### *Ensure Continuous Reconnaissance*

1-37. The commander conducts reconnaissance before, during, and after all operations. Before an operation, reconnaissance focuses on filling gaps in information about the enemy, specific civil considerations, and the terrain. During an operation, reconnaissance focuses on providing the commander with updated information that verifies the enemy's composition, dispositions, and intentions as the battle progresses. This allows commanders to verify which COA the enemy is actually adopting and to determine if the plan is still valid based on actual events in the AO. After an operation, reconnaissance focuses on maintaining contact with the enemy forces to determine their next move and collecting information necessary for planning subsequent operations. In stability and defense support of civil authorities operations, reconnaissance focuses on specific civil considerations.

### *Do Not Keep Reconnaissance Assets in Reserve*

1-38. Reconnaissance assets, like artillery assets, are never kept in reserve. When committed, reconnaissance assets use all their resources to accomplish the mission. This does not mean that all assets are committed all the time. Commanders use reconnaissance assets based on their capabilities and the mission variables—mission, enemy, terrain and weather, troops and support available—time available and civil considerations—to achieve the maximum coverage needed to answer the CCIRs. At times, this requires commanders to withhold or position reconnaissance assets to ensure they are available at critical times and places. Commanders sustain and rest reconnaissance assets as necessary, but they are not placed in reserve. All reconnaissance assets should be treated as committed assets with specific missions assigned to them at all times. This fundamental does not apply to units with multiple roles that can conduct reconnaissance, security, and other combat missions in an economy of force role. Commanders may elect to place them in reserve as needed.

### *Orient on the Reconnaissance Objective*

1-39. The commander uses the reconnaissance objective to focus the unit's reconnaissance efforts. Commanders of subordinate reconnaissance elements remain focused on achieving this objective, regardless of what their forces encounter during the mission. When time, limitations of unit capabilities, or enemy actions prevent a unit from performing all the tasks normally associated with a particular form of reconnaissance, the unit uses the reconnaissance objective to focus the reconnaissance effort.

### *Report Information Rapidly and Accurately*

1-40. Reconnaissance assets acquire and report accurate and timely information on the enemy, civil considerations, and the terrain over which operations are to be conducted. Information may quickly lose its value. Reconnaissance units report exactly what they see and, if appropriate, what they do not see. Seemingly unimportant information may be extremely important when combined with other information. Negative reports are as important as reports of enemy activity. Reconnaissance assets must report all information, including a lack of enemy activity; failure to report tells the commander nothing. The unit communications plan ensures that unit reconnaissance assets have the proper communication equipment to support the integrated information collection plan.

### ***Retain Freedom of Maneuver***

1-41. Reconnaissance assets must retain battlefield mobility to successfully accomplish their missions. If these assets are decisively engaged, reconnaissance stops and a battle for survival begins. Reconnaissance assets must have clear engagement criteria that support the maneuver commander's intent. Initiative and knowledge of both the terrain and the enemy reduce the likelihood of decisive engagement and help maintain freedom of movement. Prior to initial contact, the reconnaissance unit adopts a combat formation designed to gain contact with the smallest possible friendly element. This provides the unit with the maximum opportunity for maneuver and enables it to avoid decisively engaging the entire unit. The IPB process can identify anticipated areas of likely contact to the commander. Using indirect fires to provide suppression and obscuration as well as destroy point targets is a method reconnaissance assets use to retain their freedom of maneuver.

### ***Gain and Maintain Enemy Contact***

1-42. Once a unit conducting reconnaissance gains contact with the enemy, it maintains that contact unless the commander directing the reconnaissance orders otherwise or the survival of the unit is at risk. This does not mean that individual scout and reconnaissance teams cannot break contact with the enemy. The commander of the unit conducting reconnaissance is responsible for maintaining contact using all available resources. The methods of maintaining contact can range from surveillance to close combat. Surveillance, combined with stealth, is often sufficient to maintain contact and is the preferred method. Units conducting reconnaissance avoid combat unless it is necessary to gain essential information, in which case the units use maneuver (fire and movement) to maintain contact while avoiding decisive engagement.

### ***Develop the Situation Rapidly***

1-43. When a reconnaissance asset encounters an enemy force or an obstacle, it must quickly determine the threat it faces. For an enemy force, it must determine the enemy's composition, dispositions, activities, and movements, and assess the implications of that information. For an obstacle, the reconnaissance asset must determine the type and extent of the obstacle and whether it is covered by fire. Obstacles can provide information concerning the location of enemy forces, weapons capabilities, and organization of fires. In most cases, the reconnaissance unit developing the situation uses actions on contact.

## **Reconnaissance Forms**

1-44. The four forms of reconnaissance are—

- Route reconnaissance.
- Zone reconnaissance.
- Area reconnaissance.
- Reconnaissance in force.

### ***Route Reconnaissance***

1-45. Route reconnaissance focuses along a specific line of communications (such as a road, railway, or cross-country mobility corridor). It provides new or updated information on route conditions (such as obstacles and bridge classifications, and enemy and civilian activity along the route). A route reconnaissance includes not only the route itself, but also all terrain along the route from which the enemy could influence the friendly force's movement. The commander normally assigns this mission to use a specific route for friendly movement.

### ***Zone Reconnaissance***

1-46. Zone reconnaissance involves a directed effort to obtain detailed information on all routes, obstacles, terrain, enemy forces, or specific civil considerations within a zone defined by boundaries. Obstacles include both existing and reinforcing, as well as areas with chemical, biological, radiological, and nuclear (CBRN) contamination. Commanders assign zone reconnaissance missions when they need additional information on a zone before committing other forces in the zone. Zone reconnaissance missions are appropriate when the enemy situation is vague, existing knowledge of the terrain is limited, or combat operations have altered the terrain. A zone reconnaissance may include several route or area reconnaissance missions assigned to subordinate units.

### ***Area Reconnaissance***

1-47. Area reconnaissance focuses on obtaining detailed information about the enemy activity, terrain, or specific civil considerations within a prescribed area. This area may include a town, a neighborhood, a ridgeline, woods, an airhead, or any other feature critical to operations. The area may consist of a single point (such as a bridge or an installation). Areas are normally smaller than zones and not usually contiguous to other friendly areas targeted for reconnaissance. Because the area is smaller, units conduct an area reconnaissance more quickly than a zone reconnaissance.

### ***Reconnaissance in Force***

1-48. A reconnaissance in force is an aggressive reconnaissance conducted as an offensive operation with clearly stated reconnaissance objectives. A reconnaissance in force is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, reactions, or to obtain other information. Battalion-sized task forces or larger organizations usually conduct a reconnaissance in force. A commander assigns a reconnaissance in force when the enemy is known to be operating within an area and the commander cannot obtain adequate intelligence by any other means. A unit may also conduct a reconnaissance in force in restrictive-type terrain where the enemy is likely to ambush smaller reconnaissance forces. The overall goal of reconnaissance in force is to determine enemy weaknesses that can be exploited. It differs from other reconnaissance because it is normally conducted only to gain information about the enemy and not the terrain.

### **Reconnaissance Focus, Reconnaissance Tempo, and Engagement Criteria**

1-49. Commanders decide what guidance they will provide to shape the reconnaissance and surveillance effort. In terms of guidance, reconnaissance tempo and engagement criteria most closely apply organic reconnaissance elements. Reconnaissance focus can also be generally applied to surveillance assets, but in the specific sense of focusing a reconnaissance mission, it more closely applies to reconnaissance. The information below describes them in terms of reconnaissance.

### ***Reconnaissance Focus***

1-50. Reconnaissance focus, combined with one or more reconnaissance objectives, helps to concentrate the efforts of the reconnaissance assets. The commander's focus for reconnaissance usually falls in three general areas: CCIRs, targeting, and voids in information. The commander's focus enables reconnaissance units to prioritize taskings and narrow their scope of operations. An operation may have a terrain focus where the status of routes, bridges, and obstacles are more important than the enemy. Conversely, the operation may focus on the enemy in which friendly forces must locate the enemy's security zone, main body, and reserves. Additionally, commanders may express their focus in terms of reconnaissance pull and push. (FM 3-90 and FM 3-20.96 provide more detailed information on reconnaissance focus.)

1-51. Commanders use a reconnaissance pull when they do not know the enemy situation well or the situation changes rapidly. Reconnaissance pull fosters planning and decisionmaking based on changing assumptions into confirmed information. The unit uses initial assumptions and CCIRs to deploy reconnaissance assets as early as possible to collect information for developing COAs. The commander uses reconnaissance assets to confirm or deny initial CCIRs prior to deciding on a COA or maneuver option, thus pulling the unit to the decisive point on the battlefield. Success of the reconnaissance pull requires an integrated information collection plan that can be executed prior to the commander having to make a COA decision. (FM 3-90 and FM 3-20.96 provide more detailed information on reconnaissance pull.)

1-52. Commanders use a reconnaissance push once committed to a COA or maneuver option. The commander pushes reconnaissance assets forward, as necessary, to gain greater visibility on specific named area of interest (NAI) to confirm or deny the assumptions on which the COA is based. Staffs use the information gathered during reconnaissance push to finalize the unit's plan.

### ***Reconnaissance Tempo***

1-53. Tempo is the relative speed and rhythm of military operations over time with respect to the enemy. In terms of reconnaissance, tempo not only defines the pace of the operation, but also influences the depth of detail the reconnaissance can yield. Commanders establish time requirements for the reconnaissance force and express those requirements in a statement that describes the degree of completeness, covertness, and potential for engagement they are willing to accept. Commanders use their guidance on reconnaissance tempo to control the momentum of reconnaissance. Reconnaissance tempo is expressed as *rapid* or *deliberate* and *forceful* or *stealthy*.

1-54. Rapid operations and deliberate operations provide a description of the degree of completeness required by the commander. Rapid operations are fast paced, are focused on key pieces of information, and entail a small number of tasks. They describe reconnaissance that personnel must perform in a time-constrained environment. Deliberate operations are slow, detailed, and broad-based. They require the accomplishment of numerous tasks. The commander must allocate a significant amount of time to conduct a deliberate reconnaissance.

1-55. Forceful and stealthy operations provide a description of the level of covertness that the commander requires. Units conduct forceful operations without significant concern about being observed. Mounted units or combat units serving in a reconnaissance role often conduct forceful operations. In addition, forceful operations are appropriate in stability operations where the threat is not significant in relation to the requirement for information. Units conduct stealthy operations to minimize chance contact and prevent the reconnaissance force from being detected. They often are conducted dismounted and require increased allocation of time for success.

### ***Engagement Criteria***

1-56. Engagement criteria establish minimum thresholds for engagement (lethal and nonlethal). They clearly specify which targets the reconnaissance element is expected to engage and which it will hand off to other units or assets. For example, nonlethal contact identifies engagement criteria for tactical questioning of civilians and factional leaders. This criterion allows unit commanders to anticipate bypass criteria and to develop a plan to maintain visual contact with bypassed threats.

## **SURVEILLANCE**

1-57. *Surveillance* is the systematic observation of aerospace, surface, or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means (JP 3-0). Surveillance involves observing an area to collect information.

1-58. In the observation of a given area, the focus and tempo of the collection effort primarily comes from the commander's intent and guidance. Surveillance involves observing the threat and local populace in a NAI or targeted area of interest (TAI). Surveillance may be conducted as a stand-alone mission, or as part of a reconnaissance mission (particularly area reconnaissance). Elements conducting surveillance must maximize assets, maintain continuous surveillance on all NAIs and TAIs, and report all information rapidly and accurately.

1-59. Surveillance tasks can be performed by a variety of assets (ground, air, sea, and space), means (Soldier and systems), and mediums (throughout the electromagnetic spectrum).

1-60. Generally, surveillance is considered a "task" when performed as part of a reconnaissance mission. However, many Army, joint, and national systems are designed specifically to conduct only surveillance. These are surveillance missions. Army military intelligence organizations typically conduct surveillance missions. Reconnaissance units can conduct surveillance tasks as part of reconnaissance, security, or other missions. The commonality of reconnaissance and surveillance is observation and reporting.

1-61. Surveillance is distinct from reconnaissance. Surveillance is tiered and layered technical assets collecting information. Often surveillance is passive and may be continuous. Reconnaissance is active in the collection of information (such as maneuver) and usually includes human participation. Additionally, reconnaissance may involve fighting for information. Sometimes these operations are deliberate, as in a reconnaissance in force; however, the purpose of reconnaissance is to collect information, not initiate



combat. Reconnaissance involves many tactics, techniques, and procedures throughout the course of a mission. An extended period of surveillance may be one of these. Commanders complement surveillance with frequent reconnaissance. Surveillance, in turn, increases the efficiency of reconnaissance by focusing those missions while reducing the risk to Soldiers.

1-62. Both reconnaissance and surveillance involve detection, location, tracking, and identification of entities in an assigned area and gaining environmental data, but they are not executed in the same way. During reconnaissance, collection assets are given the mission to find specific information by systematically checking different locations within the area. During surveillance, collection assets watch the same area, waiting for information to emerge when an entity or its signature appears.

1-63. Reconnaissance and surveillance complement each other by cueing the commitment of collection assets against specific locations or specially targeted enemy units. An airborne surveillance asset may discover indicators of enemy activity that cues a reconnaissance mission. In some cases, surveillance assets may also be tasked to answer specific questions.

### **Surveillance Characteristics**

1-64. Effective surveillance—

- Maintains continuous observations of all assigned NAIs and TAIs.
- Provides early warning.
- Identifies, tracks, and assesses key targets.
- Provides mixed, redundant, and overlapping coverage.

#### ***Maintains Continuous Surveillance of All Assigned Named Areas of Interest and Targeted Areas of Interest***

1-65. Once the surveillance of a NAI or TAI commences, units maintain it until they complete the mission or the higher commander terminates the mission. Commanders designate the receiver of the information and the means of communication. Continuous surveillance requires multiple collection assets, a purpose (requirement), a location (NAI or TAI) for each asset, and an information collection task. Effective commanders avoid designating too many NAIs and TAIs. Information collection suffers as a result of excessive requirements. During the plan and assess phase, the staff selects collection assets that can best answer the specific information requirements generated from the CCIRs. During tasking and direct phases, the operations officer tasks specific assets to perform these tasks to ensure continuous coverage.

#### ***Provides Early Warning***

1-66. Surveillance aims to provide early warning of an enemy or threat action. Together with IPB, commanders use information collection to ascertain the enemy or threat course of action and timing. They then orient assets to observe these locations for indicators of threat actions. Reporting must be timely and complete.

#### ***Detects, Tracks, and Assesses Key Targets***

1-67. Surveillance support for targeting includes detecting, tracking, and assessing those key targets. Surveillance support to targeting includes detecting and tracking desired targets in a timely, accurate manner. Clear and concise tasks must be given so the surveillance systems can detect a given target. Target tracking is inherent to detection. Mobile targets must be tracked to maintain a current target location. Once a target is detected, targeting planning cells must also consider the need to *track* targets. Tracking targets—such as moving, elusive, low contrast targets (to include individuals)—requires a heavy commitment of limited information collection assets and resources. Assessing key targets pertains to the results of attacks on targets. This helps commanders and staffs determine if their targeting objectives were met.

#### ***Provides Mixed, Redundant, and Overlapping Coverage***

1-68. Commanders integrate the capabilities of limited assets to provide mixed, redundant, and overlapping coverage of critical locations identified during planning. The intelligence and operations staff work

together to achieve balance. Commanders and staff continuously assess surveillance results to determine any changes in critical locations requiring this level of coverage.

### Surveillance Types

1-69. The types of surveillance are zone, area, point, and network.

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*Note:* *Forms* of reconnaissance, as opposed to *types* of surveillance, are associated with maneuver units and missions.

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#### *Zone Surveillance*

1-70. Zone surveillance is the temporary or continuous observation of an extended geographic zone defined by boundaries. It can be associated with but is not limited to a TAI or a NAI. Zone surveillance covers the widest geographical area of any type of surveillance. Multiple assets, including airborne surveillance assets and radar with wide coverage capabilities, are typically employed in zone surveillance.

#### *Area Surveillance*

1-71. Area surveillance is the temporary or continuous observation of a specific prescribed geographic area. It can be associated with, but is not limited to, a TAI or NAI. This area may include a town, a neighborhood, ridgeline, wood line, border crossing, farm, plantation, cluster or group of buildings, or other manmade or geographic feature. Unlike area reconnaissance, it does not include individual structures (such as a bridge or single building). Ground-mounted surveillance systems are particularly useful in area surveillance.

#### *Point Surveillance*

1-72. Point surveillance is the temporary or continuous observation of a place (such as a structure), person, or object. This can be associated with, but is not limited to, a TAI or a NAI. It is the most limited in geographic scope of all forms of surveillance. Point surveillance may involve tracking people. When surveillance involves tracking people, the “point” is that person or persons, regardless of movement and location. Tracking people normally requires a heavier commitment of assets and close coordination for handoff to ensure continuous observation.

#### *Network Surveillance*

1-73. Network surveillance is the observation of organizational, social, communications, cyberspace, or infrastructure connections and relationships. Network surveillance can also seek detailed information on connections and relationships among individuals, groups, and organizations, and the role and importance of aspects of physical or virtual infrastructure (such as bridges, marketplaces, and roads) in people’s lives. It can be associated with but is not limited to a TAI or a NAI.

### SECURITY OPERATIONS

1-74. Security operations are shaping operations that can take place during all operations. Reconnaissance is a part of every security operation. Other collection assets provide the commander with early warning and information on the strength and disposition of enemy forces. The availability of information collection assets enables greater flexibility in the employment of the security force.

1-75. Security operations aim to protect the force from surprise and reduce the unknowns in any situation. A commander undertakes these operations to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force. Commanders may conduct security operations to the front, flanks, and rear of their forces. The main difference between security operations and reconnaissance is that security operations orient on the force or facility being protected, while reconnaissance is enemy, populace, and terrain oriented.

1-76. The five forms of security operations commanders may employ are screen, guard, cover, area security, and local security. (Refer to FM 3-90 for more information on the five forms of security operations and their tactical employment.)

1-77. Successful security operations depends upon properly applying the following five fundamentals:

- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Orient on the force or facility to be secured.
- Perform continuous reconnaissance.
- Maintain enemy contact.

1-78. To properly apply the fundamental of “perform continuous reconnaissance,” the security force aggressively and continuously seeks the enemy, interacts with the populace, and reconnoiters key terrain. It conducts active area or zone reconnaissance to detect enemy movement or enemy preparations for action and to learn as much as possible about the terrain. The ultimate goal is to detect the enemy’s COA and assist the main body in countering it. Terrain information focuses on its possible use by the enemy or friendly force, either for offensive or defensive operations. Stationary security forces use combinations of observation posts, aviation, intelligence collection assets, and battle positions to perform reconnaissance. Moving security forces perform zone, area, or route reconnaissance along with using observation posts and battlefield positions, to apply this fundamental.

## INTELLIGENCE OPERATIONS

1-79. Intelligence operations align intelligence assets and resources against requirements to the collect information and intelligence to inform the commander’s decisions. Conducting intelligence operations requires an organic collection and analysis capability. Those units without resources must rely on augmentation from within the intelligence enterprise for intelligence. Although the focus is normally on tactical intelligence, the Army draws on both strategic and operational intelligence resources. Each intelligence discipline provides the commander specific technical capabilities and sensors. Because of the unique capabilities and characteristics of intelligence operations, these capabilities and sensors require specific guidance through technical channels. The Army’s intelligence disciplines that contribute to intelligence operations are—

- Counterintelligence.
- Human intelligence.
- Geospatial intelligence.
- Measurement and signature intelligence.
- Signals intelligence.
- Technical intelligence.

### Counterintelligence

1-80. Counterintelligence counters or neutralizes intelligence collection efforts by foreign intelligence and security services and international terrorist organizations. It does this through collection, counterintelligence investigations, operations, analysis, production, and functional and technical services. Counterintelligence includes all actions taken to detect, identify, track, exploit, and neutralize the multidiscipline intelligence activities of friends, competitors, opponents, adversaries, and enemies. It is the key intelligence community contributor to protect U.S. interests and equities. Counterintelligence helps identify essential elements of friendly information (EEFI) by identifying vulnerabilities to threat collection and actions taken to counter collection and operations against U.S. forces.

### Human Intelligence

1-81. *Human intelligence* is a category of intelligence derived from information collected and provided by human sources (JP 2-0). This information is collected by a trained human intelligence collector, from people and their associated documents and media sources. Units use the collected information to identify threat elements, intentions, composition, strength, dispositions, tactics, equipment, personnel, and capabilities.

## **Geospatial Intelligence**

1-82. Title 10, U.S. Code establishes geospatial intelligence. *Geospatial intelligence* is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. Geospatial intelligence consists of imagery, imagery intelligence, and geospatial information (JP 2-03). No longer is an intelligence discipline, imagery intelligence is a subset of geospatial intelligence. Imagery intelligence is derived from the exploitation of imagery collected by visual photography, infrared sensors, lasers, multispectral sensors, and radar. These sensors produce images of objects optically, electronically, or digitally on film, electronic display devices, or other media.

## **Measurement and Signature Intelligence**

1-83. Measurement and signature intelligence is technically derived intelligence that detects, locates, tracks, identifies, or describes the specific characteristics of fixed and dynamic target objects and sources. It also includes the additional advanced processing and exploitation of data derived from imagery intelligence and signals intelligence collection. Measurement and signature intelligence collection systems include but are not limited to radar, spectro-radiometric, electro-optical, acoustic, radio frequency, nuclear detection, and seismic sensors. Measurement and signature intelligence collection also includes techniques for collecting CBRN and other materiel samples.

## **Signals Intelligence**

1-84. Signals intelligence is produced by exploiting foreign communications systems and noncommunications emitters. Signals intelligence provides unique intelligence and analysis information in a timely manner. The discipline comprises communications intelligence, electronic intelligence, and foreign instrumentation signals intelligence.

## **Technical Intelligence**

1-85. Technical intelligence is intelligence derived from the collection and analysis of threat and foreign military equipment and associated materiel. Units use this collected intelligence for the purposes of preventing technological surprise, assessing foreign scientific and technical capabilities, and developing countermeasures designed to neutralize an adversary's technological advantages.

## Chapter 2

# Commander and Staff Responsibilities

This chapter examines the roles, knowledge, and guidance of the commander in information collection activities. The commander's involvement facilitates an effective information collection plan that is synchronized and integrated within the overall operation. This chapter then discusses the role of the staff. Lastly, this chapter discusses contributions from working groups.

### THE ROLE OF THE COMMANDER

2-1. Commanders understand, visualize, describe, direct, lead, and assess operations. Understanding is fundamental to the commander's ability to establish the situation's context. Understanding involves analyzing and understanding the operational or mission variables in a given operational environment. It is derived from applying judgment to the common operational picture through the filter of the commander's knowledge and experience.

2-2. Numerous factors determine the commander's depth of understanding. Information from information collection and the resulting intelligence products prove indispensable in assisting the commander in understanding the area of operations (AO). Formulating commander's critical information requirements (CCIRs) and keeping them current also contribute to this understanding. Maintaining understanding is a dynamic ability; a commander's situational understanding changes as an operation progresses.

2-3. The commander must be involved in information collection planning. The commander directs information collection activities by—

- Asking the right questions to focus the efforts of the staff.
- Knowing the enemy. Personal involvement and knowledge have no substitutes.
- Stating the commander's intent clearly and decisively designating CCIRs.
- Understanding the information collection assets and resources to exploit their full effectiveness.

2-4. Commanders prioritize collection activities primarily through providing their guidance and commander's intent early in the planning process. Commanders must—

- Personally identify and update CCIRs.
- Ensure CCIRs are tied directly to the scheme of maneuver and decision points.
- Limit CCIRs to only their most critical needs (because of limited collection assets).
- Aggressively seek higher echelons' collection of, and answers to, the information requirements.
- Ensure CCIRs include the latest time information is of value (LTIOV) or the event by which the information is required.

2-5. The commander may also identify essential elements of friendly information (EEFI). The EEFI are not part of the CCIRs; rather they establish friendly information to protect, not enemy information to obtain. However, the commander may need to determine if the enemy has learned specific EEFI. In this case, finding this out can become a CCIR. (FM 6-0 provides detailed information on EEFI.)

2-6. Commanders ensure that both intelligence preparation of the battlefield (IPB) and information collection planning are integrated staff efforts. Every staff member plays an important role in both tasks. The chief of staff or executive officer ensures all staff members participate in and provide their functional expertise into the IPB process and information collection planning, preparation, execution, and assessment. Full staff engagement in these activities supports planning and helps facilitate the commander's visualization and understanding.

2-7. Information collection planning and assessment must be continuous. Commanders ensure they properly assign information collection tasks based on the unit's abilities to collect. Therefore, commanders match their information requirements as to not exceed the information collection and analytical ability of their unit. When not using organic assets, commanders use habitual relationships to optimize effective operations as a combined arms team, when possible.

2-8. Commanders assess operations. Commanders ensure collection activities provide the information needed. Timely reporting to the right analytical element at the right echelon is critical to information collection activities. Commanders continuously assess operations throughout the planning, preparation, and execution phases. The commander's involvement and interaction enable the operations and intelligence officers to more effectively assess and update collection activities. The commander's own assessment of the current situation and progress of the operation provides insight on what new information is needed and what is no longer required. The commander communicates this to the staff to assist them in updating CCIRs. Commanders should use regularly scheduled staff assessments (for example, end of phase assessments) to update information collection guidance as well as to increase their own understanding of the situation. Every echelon works together and tailors the intelligence enterprise making it seamless as possible by removing information sharing barriers.

## COMMANDER'S NEEDS

2-9. Staffs synchronize and integrate information collection activities with the warfighting functions based on the higher commander's guidance and decisions. Commanders' knowledge of collection activities enables them to focus the staff and subordinate commanders in planning, preparing, executing, and assessing information collection activities for the operation.

2-10. Commanders must understand the overall concept of operations from higher headquarters to determine specified and implied tasks and information requirements. There are a finite number of assets and resources for information collection activities. Commanders communicate this as guidance for planners and the staff. Commanders must visualize how multiple collection components work together and understand how their unit's activities fit into and contribute to those of higher, adjacent, and lower echelons.

2-11. Extended areas of operations, the necessity to conduct missions and develop information and intelligence over large areas, and extended time spans can surpass the organic capabilities of a unit. Commanders must be able to deal effectively with many agencies and organizations in the area of operations to help enable the unit to perform information collection activities. One of the essential aspects to this is terminology. When dealing with non-U.S. Army personnel and organizations, commanders ensure those involved understand the terms used and provide or request clarification as needed. Commanders should gain a working knowledge of joint and multinational vocabulary and ways of operating. They should also know as much as possible about the roles and contributions of other organizations to better communicate and leverage resources.

## COMMANDER'S GUIDANCE

2-12. Commanders play a central role in planning primarily by providing guidance. This should include specific guidance for collection assets and required information. Commanders consider risks and provide guidance to the staff on an acceptable level of risk for information collection planning. The commander issues formal guidance at three specific points in the process:

- *Initial guidance* following receipt of mission.
- *Commander's planning guidance* following mission analysis to guide course of action (COA) development.
- *Final planning guidance* after the COA decision but before the final warning order (WARNO).

## **INITIAL GUIDANCE**

2-13. After a unit receives a mission, the commander issues initial guidance. (FM 5-0 provides detailed information on the initial guidance.) The initial guidance accomplishes several things. It—

- Begins the visualization process by identifying the tactical problem (the first step to problem solving).
- Defines the area of operations. This presents a common operational picture for the commander and staff in seeing the terrain, including the populace.
- Develops the initial commander's intent, specifically key tasks (including tasks for reconnaissance), decisive point, and end state.
- Lists challenges and initial CCIRs. Challenges include any guidance for specific staff sections.
- Results in the WARNO.

2-14. For information collection planning, the initial guidance includes—

- Initial timeline for information collection planning.
- Initial information collection focus.
- Initial information requirements.
- Authorized movement.
- Collection and product development timeline.

2-15. The initial WARNO can alert information collection assets to begin collection activities to begin at this time. If this is the case, the initial WARNO includes—

- Named areas of interest (NAIs) to be covered.
- Collection tasks and specific information requirements to be collected.
- Precise guidance on infiltration method, reporting criteria and timelines, fire support and casualty evacuation plan.

## **COMMANDER'S PLANNING GUIDANCE**

2-16. The commander issues the commander's planning guidance during the mission analysis step of the MDMP, following the approval of the restated mission and mission analysis brief. Part of the commander's planning guidance is directly related to collection activities—the initial CCIRs and information collection guidance. The guidance for planning should contain sufficient information for the operations officer to complete a draft information collection plan. As a minimum, the commander's planning guidance includes—

- Current CCIRs.
- Focus and tempo.
- Engagement criteria.
- Acceptable risk to assets.

2-17. The commander issues the initial commander's intent with the commander's planning guidance. The staff verifies the draft information collection plan is synchronized with the commander's intent assesses any ongoing information collection activities, and recommends changes to support the commander's intent, CCIRs, and concept of operations.

## **FINAL PLANNING GUIDANCE**

2-18. After the decision briefing, the commander determines a COA the unit follows and issues final planning guidance. Final planning guidance includes—

- Any new CCIRs, including the LTIOV.
- Rehearsals.

## ROLE OF THE STAFF

2-19. The staff must function as a single, cohesive unit—a professional team. Effective staff members know their respective responsibilities and duties. They are also familiar with the responsibilities and duties of other staff members. (ATTP 5-0.1 details staff duties and responsibilities.) The information collection responsibilities of other coordinating staff members include assisting in the development of the information collection plan and annexes.

2-20. The chief of staff or executive officer directs the efforts of coordinating and special staff officers, integrates and synchronizes plans and orders, and supervises management of the CCIRs.

2-21. The G-2 (S-2) must work in concert with the entire staff to identify collection requirements and implement the information collection plan. The intelligence staff determines collection requirements, (based upon inputs from the commander and other staff sections) develops the information collection matrix with input from the staff representatives, and continues to work with the staff planners to develop the information collection plan. The G-2 (S-2) also identifies those intelligence assets and resources—human intelligence, geospatial intelligence, measurement and signature intelligence, or signals intelligence—which can provide answers to the CCIRs.

2-22. The G-2X (S-2X) (hereafter referred to as the 2X) is the doctrinal term used to refer to the counterintelligence and human intelligence operations manager who works directly for the G-2 (S-2). The term also refers to the staff section led by the 2X. The 2X manages counterintelligence and human intelligence operations in support of the overall unit operation. The 2X section works with the G-2 (S-2) in information collection planning and assessing, taking developed counterintelligence and human intelligence requirements and identifying the proper assets to answer the requirements. This information is used to develop requirement planning tools and the overall collection plan.

2-23. The G-3 (S-3) is the primary information collection tasking and directing staff officer within the unit, tasking the organic and assigned assets for execution. The G-3 (S-3) collaboratively develops the information collection plan and ensures its synchronization with the operation plan.

2-24. The other members of the staff support the operations process. Through the conduct of the planning process, staffs develop requirements that are considered for inclusion as CCIRs and into the information collection plan. Staffs also monitor the situation and progress of the operation towards the commander's desired goal. Staffs also prepare running estimates. A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable (FM 5-0). Staffs continuously assess how new information might impact conducting operations. They update running estimates and determine if adjustments to the operation are required. Through this process, the staffs ensure that the information collection plan remains updated as the situation changes and requirements are answered or new requirements developed.

2-25. Staff members consider the following when supporting the information collection planning and execution:

- **Nature of the mission.** Offensive, defensive, and stability or defense support of civil authorities (DSCA) operations have different requirements, time frames, rules of engagement, and other differences. These differences influence information staffs require to provide recommendations or decisions. Unit movements before an operation begins may require a route reconnaissance.
- **Terrain and weather.** Specific environments (urban, mountain, jungle, and desert), the size of the operational area, trafficability, and severe weather conditions affect when and how assets are deployed and may degrade sensor capabilities. Additionally terrain management for asset locations is a staff responsibility in the creation of the information collection plan.
- **Higher commander's intent and guidance.** The commander's intent and guidance may specify the initiation of collection activities or they may leave wide leeway for subordinate commanders and staffs. Staffs determine how information collection activities support the commander's visualization expressed in the commander's intent.
- **What is known and not known about the enemy and the environment.** The commander determines the criticality of the information identified through CCIRs, which include the



LTIOV. When the information is required drives the collection timeframe. The staff recommends requirements as part of the CCIR development process, ensuring that requirements remain current with the situation and on-going operations.

- **Risk to collection assets.** Using the composite risk management process, commanders include acceptable risk to collection assets in their guidance. This may preclude the use or early use of some types of assets. For example, a long-range surveillance company may be available, but the nature of the terrain and the enemy may dictate the use of a less vulnerable asset.
- **Rules of engagement that affect information collection activities.** These may include limitations on where or when aircraft may fly, the use of tracked vehicles in urban areas, protection measures, surveillance of U.S. citizens (in DSCA), and other restrictions that affect information collection activities.
- **Need for operations security.** Staffs balance the need for information with the need to avoid revealing intentions by conducting information collection activities. This may dictate selection of assets, such as an airborne asset instead of ground reconnaissance asset, or the use of deception.
- **Support for friendly deception operations.** Information collection activities can support friendly deception operations by causing the enemy to wrongly predict friendly intentions based upon the reconnaissance and surveillance efforts they observe.
- **Available assets.** The availability, capabilities, and limitations of assets impact decisions on when and how to deploy them.
- **Enemy counterreconnaissance.** Staffs need to be cognizant of the nature of the enemy's counterreconnaissance intentions and capabilities, and plan to defeat or avoid them.

## WORKING GROUP INPUT TO INFORMATION COLLECTION

2-26. *Battle rhythm* is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (JP 3-33). A headquarters' battle rhythm consists of a series of meetings, briefings, and other activities synchronized by time and purpose. The chief of staff or executive officer oversees the battle rhythm. Each meeting, to include working groups and boards, should be logically sequenced so that one meeting's outputs are available as another meeting's inputs (to include higher headquarters meetings).

2-27. A working group is a grouping of predetermined staff representatives who meet to provide analysis, coordinate, and provide recommendations for a particular purpose or function. Working groups are cross functional by design to synchronize the contributions of multiple command posts cells and staff sections.

2-28. A board is a grouping of predetermined staff representatives with delegated decision authority for a particular purpose or function. Boards are similar to working groups. However, commanders appoint boards with the purpose to arrive at a decision. When the process or activity being synchronized requires command approval, a board is the appropriate forum.

## OPERATIONS AND INTELLIGENCE WORKING GROUP

2-29. At division and higher echelons, there are dedicated cells responsible for information collection planning. At battalion and brigade, there are no designated cells for information collection planning, this function is provided by the operations and intelligence staffs. Depending on the availability of personnel, the commander may choose to designate an ad hoc group referred to as an operations and intelligence working group. Because the primary staff officers' responsibilities cannot be delegated, the staff—chief of staff or executive officer—should direct and manage the efforts of this working group to achieve a fully synchronized and integrated information collection plan.

2-30. Unit standard operating procedures and battle rhythms determine how frequently an operations and intelligence working group meets. This working group should be closely aligned with both the current operations and future operations (or plans) cells to ensure requirements planning tools are properly integrated into the overall operation plan. These planning tools should also be nested in the concepts for plans.

2-31. The operations and intelligence working group is a temporary grouping of designated staff representatives who coordinate and integrate information collection activity and provide recommendations to the commander. This group ensures maximum efficiency in information collection by carefully employing all the collection tasks or missions together in the information collection plan. This helps satisfy as many different requirements as possible while ensuring that the operations and intelligence work group does not favor or become too reliant on one particular unit, discipline, or system. The working group usually includes, at a minimum, the following representatives:

- Chief of staff or executive officer.
- G-3 (S-3) (alternate chair) or representative.
- Engineer coordinator representative.
- Air defense airspace management or brigade aviation element representative.
- G-2 (S-2) or representative.
- G-2X (S-2X) or representative.
- Military intelligence company commander or representative.
- Reconnaissance squadron S-3, S-2, the S-3 and S-2, or a representative.
- G-2X (S-2X) or representative.
- Fire support officer or representative.
- G-7 (S-7) or representative.
- Signal officer or representative.
- Electronic warfare officer.
- G-9 (S-9) or representative.
- Chemical, biological, radiological, and nuclear officer.
- Sustainment cell representative.
- Subordinate unit representatives (if available).
- Special operations forces representative (if available).
- Legal representative (if available).

2-32. The working group aims to bring together the staff sections to validate requirements and deconflict the missions and taskings of organic and attached collection assets. Input is required from each member of the working group. The output of the working group is validation of outputs. This includes the following:

- An understanding of how the enemy is going to fight.
- A refined list of requirements.
- Confirmation of the final disposition of all collection assets.
- Review of friendly force information requirements, priority intelligence requirements (PIRs), and EEFI.
- Validation of outputs of other working groups (for example, fusion and targeting working groups).
- Review and establish critical NAIs and targeted areas of interest (TAIs).

2-33. The working group meeting is a critical event. Staffs must integrate it effectively into the unit battle rhythm to ensure the collection effort provides focus to operations rather than disrupting them. Preparation and focus are essential to a successful working group. All representatives, at a minimum, must come to the meeting prepared to discuss available assets, capabilities, limitations, and requirements related to their functions. Planning the working group's battle rhythm is paramount to conducting effective information collection operations. Staffs schedule the working group cycle to complement the higher headquarters' battle rhythm and its subsequent requirements and timelines.

2-34. The G-3 (S-3) (or representative) comes prepared to provide the following:

- The current friendly situation.
- Current CCIRs.
- The availability of collection assets.
- Requirements from higher headquarters (including recent fragmentary orders or taskings).
- Changes to the commander's intent.

- Changes to the task organization.
  - Planned operations.
- 2-35. The G-2 (S-2) (or representative) comes prepared to provide the following:
- The current enemy situation.
  - The current information collection priorities and strategies.
  - Current requirements planning tools.
  - The situational template tailored to the time discussed.
  - Support from resources the G-2 (S-2) must request from higher headquarters.
  - Weather and effects of weather on intelligence collection, reconnaissance, and surveillance.
- 2-36. Figure 2-1 describes a method for the operations and intelligence working group.

<p><b>Purpose:</b> To synchronize information collection with operations, determine current requirements, and make full use of all available assets to meet the commander's intent and requirements.</p> <p><b>Frequency:</b> Twice weekly.</p> <p><b>Duration:</b> 30 to 45 minutes.</p> <p><b>Location:</b> To be determined.</p>	<p><b>Staff Proponent:</b> G-2 (S-2)</p> <p><b>Chair:</b> Deputy commander</p> <p><b>Attendees:</b> Primary staff sections, fires officer, G-2X (S-2X), brigade or battalion liaison officers, Air Force liaison officer.</p>
<p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>● Command group guidance.</li> <li>● Area of operations update.</li> <li>● CCIRs update.</li> <li>● Future operations requirements.</li> <li>● Subordinate unit requirements</li> <li>● Targeting requirements.</li> <li>● Air tasking order nomination.</li> </ul> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>● Priorities and recommendations for latest information collection plan.</li> <li>● Latest scrub of the CCIRs.</li> <li>● FRAGO input.</li> </ul>	<p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>● Command group guidance review.</li> <li>● Area of operations review.</li> <li>● Past information collection plan review.</li> <li>● Weather.</li> <li>● Future operations requirements.</li> <li>● Subordinate unit requirements.</li> <li>● Targeting requirements.</li> <li>● Allocation of collection resources and assets availability.</li> <li>● Review issues.</li> <li>● Summary.</li> <li>● Closing comments.</li> </ul>
<p>CCIR commander's critical information requirement</p>	<p>FRAGO fragmentary order</p>

**Figure 2-1. Example of the operations and intelligence working group**

**FUSION WORKING GROUP**

2-37. Typically, brigade and above form a fusion working group. This working group aims to refine and fuse the intelligence between the command and its subordinate units. The output of this working group provides the intelligence staff with refinements to the situation template and the event template. The working group also refines existing PIRs and recommends new PIRs to the operations and intelligence working group. Additionally the working group reviews requirements to ensure currency.

**TARGETING WORKING GROUP**

2-38. The purpose of the targeting working group is to synchronize the unit's targeting assets and priorities. For the staff, supporting the planning for the decide, detect, and assess (known as D3A) activities of the targeting process requires continuous updating of IPB products (such as situation templates and COA matrixes). The targeting working group considers targeting related collection and exploitation requirements. It also recommends additional requirements to the operations and intelligence working group. Staffs articulate these requirements as early in the targeting process as possible to support target development and other assessments.

2-39. Information collection support to target development takes the decide, detect, deliver, and assess methodology and applies this to the development of targets. Units using other targeting techniques—like find, fix, finish, exploit, assess, disseminate (known as F3EAD) or find, fix, track, target, engage, and assess (known as F2T2EA)—require no adaptation to the information collection support to targeting process. Nominations for request to current and future tasking orders as well as refinements to the high-value target lists are outputs of this working group.

2-40. The results of these working groups form the basis of the requests for information collection as well as products used by the intelligence staff in the creation of requirements planning tools. The operations staff integrates these tools in the creation of the information collection plan.

## Chapter 3

# Planning Requirements for and Assessing Information Collection

This chapter describes planning requirements for and assessing information collection for information collection activities. It discusses considerations for commanders for information collection planning. Then it discusses the support information collections provides to personnel recovery. It then covers the military decisionmaking process and information collection planning. Lastly, this chapter discusses assessing information collection activities.

### THE OPERATIONS PROCESS AND INFORMATION COLLECTION

3-1. Commanders direct information collection activities by approving commander's critical information requirements (CCIRs) and through driving the operations process. The success of information collection is measured by its contribution to the commander's understanding, visualization, and decisionmaking. The operations process and information collection activities are mutually dependent. Commanders provide the guidance and focus that drive both by issuing their commander's intent and approving CCIRs. The activities of information collection occur during all parts of the operation providing continuous information to the operations process.

3-2. Throughout the operations process, commanders and staffs use integrating processes to synchronize the warfighting functions to accomplish missions. Information collection activities, as well as intelligence preparation of the battlefield (IPB) are among these integrating processes. *Synchronization* is the arrangement of action in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 1-02). This collaborative effort by the staff, with the commander's involvement, is essential for synchronizing information collection with the overall operation. Planning, preparing, executing, and assessing information collection activities is a continuous cycle whose time frame depends on the echelon, assets engaged, and the type of operation. For example, offensive operations have a significantly shorter time frame for gathering information and expecting to see changes in the situation than stability operations.

3-3. Conducting information collection activities consists of various staff functions; planning, collection, processing and exploitation; analysis and production; dissemination and integration; and evaluation and feedback. It should focus on the commander's requirements. The purpose of these staff functions is to place all collection assets and resources into a single plan in order to capitalize on the different capabilities. The plan synchronizes and coordinates collection activities within the overall scheme of maneuver. A good information collection plan (refer to example in appendix B) fits into and supports the overall operations plan or order. It positions and tasks collection assets so they can collect the right information, sustain or reconstitute for branches or sequels, or shift priorities as the situation develops. Effective information collection focuses on answering the commander's requirements through collection tasks translated into orders.

### INFORMATION COLLECTION PLANNING CONSIDERATIONS

3-4. The information collection plan synchronizes activities of the information collection assets to provide intelligence to the commander required to confirm course of action selection and targeting requirements. The intelligence staff, in coordination with the operations staff, ensures all available collection assets provide the required information. They also recommend adjustments to asset locations, if required.

3-5. To be effective, the information collection plan must be based on the initial threat assessment and modified as the intelligence running estimate changes. Other staff sections' running estimates may contain requirements for inclusion into the information collection plan. Additionally, the plan must be synchronized with the scheme of maneuver and updated as that scheme of maneuver changes. Properly synchronized information collection planning begins with the development and updating of IPB (threat characteristics, enemy templates, enemy course of action statements, and, most importantly, an enemy event template or matrix). Properly synchronized information collection planning ends with well-defined CCIRs and collection strategies based on the situation and commander's intent.

## **SUPPORT TO PERSONNEL RECOVERY**

3-6. Support to personnel recovery consists of the staff activities and unit capabilities focused on collecting information to recover and return own personnel—whether Soldier, Army civilian, selected Department of Defense contractors, or other personnel as determined by the Secretary of Defense—who are isolated, missing, detained, or captured in an area of operations. This support also includes developing detailed analysis, detailed products, and estimates to support operations undertaken to recover isolated, missing, detained, or captured personnel.

## **THE MDMP AND INFORMATION COLLECTION PLANNING**

3-7. Information collection planning is embedded in the military decisionmaking process (MDMP) and depends extensively on all staff members thoroughly completing the IPB process. Information collection planning starts with receipt of the mission (which could be a warning order). Information collection directly supports the development of intelligence and operations products used throughout the decision-making process. At each step in the MDMP, the staff must prepare certain products used in the plan and prepare phases of the operations process as described below.

3-8. Information collection activities are continuous, collaborative, and interactive. Several of the outputs from the various MDMP steps require the collaboration of the staff, especially the intelligence and operations staffs. The information collection plan cannot be developed without constant coordination among the entire staff. At every step in the MDMP, the intelligence staff must rely on input from the entire staff and cooperation with the operations staff to develop information collection products that support the commander's intent and maximize collection efficiency for each course of action under consideration. Paragraphs 3-9 through 3-59 highlight information collection planning inputs and outputs during the MDMP. Additional information on the conduct of the MDMP is contained in ATTP 5-0.1.

## **RECEIPT OF MISSION**

3-9. Before receipt of the mission, the intelligence staff generates intelligence knowledge in anticipation of the mission. In addition to the knowledge already available, the intelligence staff uses intelligence reach and requests for additional information to higher headquarters to fill in the information gaps in the initial intelligence estimate. The intelligence staff should identify and tap into any ongoing or existing information collection activities or joint intelligence, surveillance, and reconnaissance (ISR) collection that may offer relevant information to fill gaps.

3-10. When a mission is received, the commander and staff shift their efforts to describing the operational environment using mission variables and begin preparations for the MDMP. Commanders provide their initial guidance to the staff. The staff uses it to generate the initial information collection tasks to units and transmits it as part of the first warning order. In their guidance, commanders state the critical information required for the area of operations. Expressed in later steps of the MDMP, these requirements identify the critical pieces of information that the commander must know to successfully plan, prepare, execute, and assess operations.

3-11. During the receipt of mission step, the staff gathers tools needed for the MDMP, begins the intelligence estimate, updates running estimates, and performs an initial assessment of the time available to subordinate units for planning, preparation, and execution. Since information collection assets are required early, the staff needs sufficient preparation time to begin sending information that the commander needs.

- 3-12. The information collection outputs from this step are—
- The commander's initial information collection guidance.
  - Intelligence reach tasks.
  - Requests for information to higher headquarters.
  - Directions for accessing on-going or existing information collection activities or joint ISR.
  - The first warning order (WARNO) with initial information collection tasks.

## MISSION ANALYSIS

3-13. When mission analysis begins, the staff should have the higher headquarters plan or order and all available products. The staff adds their updated running estimates to the process. The initial information collection tasks issued with the first WARNO may yield information to be analyzed and evaluated for relevance to mission analysis. The commander provides initial guidance that the staff uses to capture the commander's intent and develop the restated mission.

### Analyze the Higher Headquarters Order

3-14. During mission analysis, the staff analyzes the higher headquarters order to extract information collection tasks and constraints such as limits of reconnaissance. The order also contains details on the availability of information collection assets from higher echelons and any allocation of those assets to the unit.

### Perform Intelligence Preparation of the Battlefield

3-15. IPB is one of the most important prerequisites to information collection planning. During IPB, staffs develop several key products that aid information collection planning. Those products include—

- Threat characteristics.
  - Terrain overlays.
  - The weather effects matrix.
  - Enemy situational templates and course of action statements.
  - The enemy event template and matrix.
  - The high-payoff target list.
  - An updated intelligence estimate including identified information gaps.
- 3-16. These products aid the staff in identifying—
- Information gaps that can be answered by existing collection activities, intelligence reach, and requests for information to higher echelons. The remaining information gaps are used to develop requirements for information collection.
  - Threat considerations that may affect planning.
  - Terrain effects that may benefit, constrain, or limit the capabilities of collection assets.
  - Weather effects that may benefit, constrain, or negatively influence the capabilities of collection assets.
  - Civil considerations that might affect information collection planning.

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**Note:** When considering terrain effects, planners can use the geospatial information team to develop line-of-sight products.

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3-17. The most useful product for information collection planning for the intelligence officer is the threat event template. Once developed, the threat event template is a key product in the development of the information collection plan. Likely threat locations, avenues of approach, infiltration routes, support areas, and areas of activity become named areas of interest (NAIs) or targeted areas of interest (TAIs) on which collection assets focus their collection efforts. Indicators, coupled with specific information requirements and essential elements of information (EEFI), provide collection assets with the required information on which units identify and report. FM 2-01.3 contains additional information on the IPB process and products.

3-18. As the staff completes mission analysis, the intelligence staff completes development of initial collection requirements. These collection requirements form the basis of the initial information collection plan, requests for collection support, and requests for information to higher and lateral units. When the mission analysis is complete, staffs have identified intelligence gaps, and planners have an initial plan on how to fill those gaps. Additionally, the operations officer and the remainder of the staff thoroughly understand the unit missions, tasks, and purposes.

### **Determine Specified, Implied, and Essential Tasks**

3-19. The staff also identifies specified, implied, and essential information collection tasks. Specified tasks are directed toward subordinate units, systems, sensors, and Soldiers. Implied tasks determine how a system or sensor is initialized for collection. Essential information collection tasks are derived from specified and implied tasks. They are the focus of the information collection effort.

### **Review Available Assets**

3-20. The staff must review all available collection assets, effectively creating an inventory of capabilities to be applied against collection requirements. Building the inventory of assets and resources begins with annex A of the higher headquarters order. The staff takes those assets attached or under operational control of the unit and adds those resources available from higher echelons and those belonging to adjacent units that might be of assistance. The higher headquarters order should specify temporary or permanent operating locations and the air tasking order details for aerial assets.

3-21. While reviewing the available collection assets, the staff evaluates the collection assets according to their capability and availability. First, the staff measures the capabilities of the collection assets. They must know and address the practical capabilities and limitations of all unit organic assets. Capability includes—

- Range.
- Day and night effectiveness.
- Technical characteristics.
- Reporting timeliness.
- Geolocation accuracy.
- Durability.
- Threat activity.
- Sustainability.
- Vulnerability.
- Performance history.

3-22. Range deals with the collector's ability to provide target coverage. It is important to not only consider mission range (duration and distance), but also how close the collection asset must be to the target. In addition, intelligence staffs consider the communications requirements from the asset to the controlling headquarters. What is the asset's effective range to observe target activity? What is the asset's ability to move and maneuver including travel and support times? If the best asset is an unmanned aircraft system, what is the range of the aircraft? What is the flight time duration? How far is the preplanned coverage area from the aircraft launch locations?

3-23. Day and night effectiveness discusses the collector's ability to collect information in varying degrees of light. Some collection sensors were exclusively designed for nighttime or limited visibility conditions, while some sensors cannot operate at night or with limited visibility. Is the asset capable of conducting collection during the hours of darkness and low visibility? How does thermal crossover effect the asset's capabilities?

3-24. Technical characteristics address the capabilities and limitations of the collector's resources. Urban environments degrade some capabilities of collection sensors. Weather effects on sensors must be considered. Collectors take into account the time factors each asset requires for task performance. Can the sensor see through fog or smoke? What are the effects of the environment (including such factors as urban



or rural terrain and soil composition) on the collection asset? Can it continue despite hostile electronic attack? Can the aircraft launch in high winds or limited visibility? Can the prime mover cross-restricted terrain?

3-25. Reporting timeliness deals with the collector's promptness for reporting. Some collection assets require additional processing time to convert data into a useable format. What are the established reporting criteria for each collection asset? How long does it take a collector to disseminate collected information to the requestor?

3-26. Geolocation accuracy discusses the collector's ability to identify exact locations. Targeting requirements and rules of engagement may require greater geolocational accuracy. Accuracy implies reliability and precision. How accurate is the locational data provided by the asset? Is the asset capable of providing locational accuracy required for precision guided munitions?

3-27. Durability addresses the stability and endurance of the materials used by collectors. Can the aircraft launch in high winds or limited visibility? Can the prime mover cross-restricted terrain?

3-28. Threat activity deals with amount of enemy activity the collector can identify. Is the threat conducting activities that can be obtained and reported by the collection system?

3-29. Sustainability addresses the length of time a collector can use an asset without additional resources. Each collection asset has unique sustainment requirements; therefore, the staff must consider the collection asset's sustainability for long duration operations. The longer the collection period, the harder it will be to find assets for continuous activity. Weather can significantly affect sustainability of certain collection assets.

3-30. Vulnerability discusses the collector's vulnerability to threat forces, not only in the target area but also along the entire route of travel. Collectors evaluate their vulnerability to threat forces. Collectors consider the threat's ability to locate, identify, and destroy the collectors anywhere their collection mission might take them. What is the threat's ability to locate, identify, and destroy the collection asset? Is the collection asset or sensor vulnerable to threat denial and deception?

3-31. Performance history covers the known reliability of collection assets. Experienced staffs know which collection assets they can rely on to meet the commander's requirements. Readiness rates, responsiveness, and accuracy over time may raise one collector's reliability factor. Certain sensors require confirmation, especially if targeting is an issue.

3-32. The second criteria staffs evaluate is the availability of collection assets. Staffs must know the collectors and processors available at their own echelon and at echelons above and below it. They also know how to access those assets and resources. Theater and joint echelons apportion joint ISR assets to subordinate echelons. Corps and divisions allocate support from the apportioned amount they receive to brigade combat teams and below. Staffs understand the system of apportionment and allocation so they can determine what is available and what they can request by analyzing the higher headquarters order and reviewing the various scheduling or tracking mechanisms.

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**Note:** Military source operations take time to establish and cultivate. Human intelligence collection availability and responsiveness is linked to geographic access, support relationships, protection restrictions, and workload. For more information on military source and human intelligence, refer to FM 2-22.3 and TC 2-22.303.

Signals intelligence assets are also valuable collection assets in stability operations when properly focused and supported through all-source intelligence analysis. Staffs employ signals intelligence collection with another collection asset. This mix of coverage allows signals intelligence collectors to cue and be cued by other collection assets.

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3-33. Certain capabilities require confirmation, especially if targeting is an issue. For example, target selection standards may require the staff to rely on systems capable of providing targeting accuracy. If experience shows that a particular system is often unavailable because of local weather patterns, the staff considers this in evaluating the system's performance history perhaps leading to the selection of an alternate system.

**Determine Constraints**

3-34. When determining constraints, the staff considers legal, political, operational, and rules of engagement constraints that might constrain reconnaissance, security, intelligence operations, and surveillance. The staff must consider planning constraints such as limits of reconnaissance, earliest time information is of value, and not earlier than times. In some cases, the commander may impose constraints on the use of certain collection assets. In other cases, system specific constraints—such as the weather, crew rest, or maintenance cycle limitations—may impose limits the staff must consider.

**Identify Critical Facts and Assumptions**

3-35. When staffs identify critical facts and assumptions, they identify critical facts and assumptions pertinent to information collection planning that they will use later in course of action (COA) development. For example, a critical fact might be that imagery requests may take 72 to 96 hours to fulfill or that the human intelligence effort requires significant time before a good source network is fully developed.

3-36. Developing assumptions for planning include the availability and responsiveness of organic assets and resources from higher echelons. For example, the staff might use a certain percentage (representing hours) of unmanned aircraft system support available on a daily basis, weather and maintenance permitting.

**Perform Risk Assessment**

3-37. When performing a risk assessment, the staff considers the asset's effectiveness versus the protection requirements and risk to the asset. For example, placing a sensor forward enough on the battlefield that it can return valuable data and information may put the asset at high risk of being compromised, captured, or destroyed. The calculus of payoff versus loss will always be determined by mission variables and the commander's decision.

3-38. In some cases, friendly forces may reveal a collection capability by taking certain actions. If it is important to keep a collection capability concealed, then the staff carefully considers every lethal or nonlethal action based on current intelligence.

**Determine Initial CCIRs and EEFI**

3-39. Determining initial CCIRs and EEFI is the most important prerequisite for information collection planning. The staff refines the list of requirements they derive from the initial analysis of information available and from intelligence gaps identified during IPB. They base this list on higher headquarters tasks, commander's guidance, staff assessments, and subordinate and adjacent unit requests for information.

3-40. The staff then nominates these requirements to the commander to be CCIRs and EEFI. Commanders alone decide what information is critical based on their experience, the mission, the higher commander's intent, and input from the staff. The CCIRs are the primary focus for information collection activities.

**Develop the Initial Information Collection Plan**

3-41. The initial information plan is crucial to begin or adjust the collection effort to help answer requirements necessary in developing effective plans. The initial information collection plan sets information collection in motion. Staffs may issue it as part of a WARNO, a fragmentary order, or an operation order. As more information becomes available, staffs incorporate it into a complete information plan to the operation order.

3-42. At this point in the MDMP, the initial information plan has to be generic because the staffs have yet to develop friendly COAs. The basis for the plan is the commander's initial information collection guidance, the primary information gaps identified by the staff during mission analysis, and the enemy situational template developed during IPB. (Chapter 4 contains additional information on tasking and directing collection assets.)

3-43. The intelligence staff creates the requirements management tools for the information collection plan. The operations staff is responsible for the information collection plan. During this step, the operations and intelligence staff work closely to ensure they fully synchronize and integrate information collection activities into the overall plan.

3-44. The operations officer considers several factors when developing the initial information collection plan, including—

- Requirements for collection assets in follow-on missions.
- The time available to develop and refine the initial information collection plan.
- The risk the commander is willing to accept if information collection missions are begun before the information collection plan is fully integrated into the scheme of maneuver.
- Insertion and extraction methods for reconnaissance, security, surveillance, and intelligence units.
- Contingencies for inclement weather to ensure coverage of key NAIs or TAIs.
- The communications plan for transmission of reports from assets to tactical operations centers.
- The inclusion of collection asset locations and movements into the fire support plan.
- The reconnaissance handover with higher or subordinate echelons.
- The sustainment support.
- Legal support requirements.

### **Develop Requests for Information and Requests for Collection or Support**

3-45. Submitting a request for information to the next higher or lateral echelon is a method for obtaining information not available with organic information collection assets. Units enter requests for information into a request for information management system where all units can see them. Hence, analysts several echelons above the actual requester become aware of the request and may be able to answer it.

3-46. When the unit cannot satisfy a collection requirement with its own assets, the intelligence staff composes and submits a request for information to the next higher echelon (or lateral units) for integration within its own information collection plan. At each echelon, the requirement is validated and a determination made as to whether or not that echelon can satisfy the requirement. If that echelon cannot satisfy the requirement, it is passed to the next higher echelon.

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*Note:* This process continues until the requirement is satisfied, the information or intelligence is no longer needed, or it is determined that the requirement cannot be satisfied.

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3-47. Throughout the request for information process, units must apprise the submitting organization of the status of their request for information as either accepted for action, passed to another organization for action, returned without action (invalid or impracticable request), or closed (satisfied). For PIR, the intelligence staff tracks all production requirements, particularly those transmitted to higher echelons. When a requirement is satisfied or determined to be overcome by events, intelligence officers must notify the higher headquarters that the requirement is closed.

### **Develop and Synchronize Production Requirements**

3-48. Intelligence staffs develop and synchronize production requirements to provide timely and relevant intelligence analysis and products to commanders, staff, and subordinate forces. Staffs use the unit's battle rhythm as a basis for determining the daily, weekly, and monthly analytical products. The intelligence staff then designs an analytical and production effort to answer the CCIRs and meet the commander's need for situational understanding and the staff's need for situational awareness.

3-49. Intelligence production includes analyzing information and intelligence. It also includes presenting intelligence products, assessments, conclusions, or projections regarding the area of operations and threat forces in a format that aids the commander in achieving situational understanding. Staffs devote the remainder of the analytical effort to processing, analyzing, and disseminating data and information.

3-50. Commanders and staffs measure the success of the analytical and production effort by the products provided and their ability to answer or satisfy the CCIRs, intelligence requirements, and information requirements. For the purposes of the intelligence warfighting function an intelligence requirement is a type of information requirement developed by subordinate commanders and staff (including subordinate staffs) that requires dedicated collection.

### **COURSE OF ACTION DEVELOPMENT**

3-51. Using the continually updated IPB products and the enemy situation template, the intelligence staff must integrate information collection considerations to develop friendly COAs. In many cases, the information collection considerations for each COA are similar depending on the characteristics of the friendly COA.

3-52. The operations and intelligence staffs must collaborate on information collection considerations to support each COA developed. The staff works to integrate its available resources into an integrated plan. Intelligence and operations staffs focus on the relationship of collection assets to other friendly forces, the terrain and weather, and the enemy.

3-53. The development of NAIs and TAIs based upon suspected enemy locations drive the employment of collection assets. The staff considers how to use asset mix, asset redundancy, and asset cueing to offset the capabilities of the various collection assets.

3-54. During COA development, the staff refines and tailors the initial CCIRs for each COA. Technically, these are initial requirements for each course of action. Later in the MDMP, once a COA is approved, the commander approves the final CCIR, and the staff publishes it.

### **COURSE OF ACTION ANALYSIS (WAR-GAMING)**

3-55. The intelligence staff records the results of COA analysis and uses that information to develop the requirements planning tools. The entire staff uses the action-reaction-counteraction process to move logically through the war-gaming process. These events have a bearing on the assets recommended for tasking to the operations staff.

### **ORDERS PRODUCTION**

3-56. Orders production is putting the plan into effect and directing units to conduct specific information collection tasks. The staff prepares the order by turning the selected COA into a clear, concise concept of operations and supporting information. The order provides all the information subordinate commands need to plan and execute their operations. However, this is not the first time subordinate commanders and their staffs have seen this data. Within the parallel and collaborative planning process, planners at all echelons have been involved in the orders process.

### **ASSESS INFORMATION COLLECTION ACTIVITIES**

3-57. Assessment guides every operations process activity. Assessment is the continuous monitoring and evaluation of the current situation, particularly the enemy, and progress of an operation. Assessing information collection activities enables the operations and intelligence staffs to monitor and evaluate the current situation and progress of the operation. The desired result is to ensure all collection tasks are completely satisfied in a timely manner.

3-58. Staffs begin assessing information collection task execution with monitoring and reporting by collection assets as they execute their missions. Staffs track reporting to determine how well the information collection assets satisfy their collection tasks. The desired result is relevant information delivered to the commander before the latest time information is of value.

3-59. The running estimate informs the staff of the status of collection on all requirements. A running estimate is even more effective when staffs compare previous ones that refer to the same time. This comparison grades accuracy and relevancy of the prediction to what actually occurred enabling the staff to develop COAs that avoid repeating mistakes.

3-60. After each phase of the operation, staffs conduct an assessment. They examine the audit trail to determine which requirements were answered and which ones were not answered. Then the operation and intelligence staffs assess the accuracy and effectiveness of the collection assets and analytic elements. (Refer to FM 5-0, chapter 6, for further information on assessment.)

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## Chapter 4

# Tasking and Directing Information Collection

Commanders direct information collection activities by approving requirements and through mission command in driving the operations process. This chapter describes the tasking and directing of information collection assets. It discusses how the staff finalizes the information collection plan and develops the information collection overlay. It then discusses the development of the information collection scheme of support. Lastly it discusses re-tasking assets.

## TASK AND DIRECT INFORMATION COLLECTION

4-1. The operations staff integrates collection assets through a deliberate and coordinated effort across all warfighting functions. Tasking and directing information collection is vital to control limited collection assets. During task and direct information collection, the staff recommends redundancy, mix, and cue, as appropriate. The process of planning information collection activities begins once requirements are established, validated, and prioritized. Staffs accomplish tasking information collection by issuing warning orders, fragmentary orders, and operation orders. They accomplish directing information collection assets by continuously monitoring the operation. Staffs conduct re-tasking to refine, update, or create new requirements.

## FINALIZE THE INFORMATION COLLECTION PLAN

4-2. To finalize the information collection plan, the staff must complete several important activities and review several considerations to achieve a fully synchronized, efficient, and effective plan. The information collection plan also applies to the rapid decisionmaking and synchronization process. Updating information collection activities during the execution and assessment phases of the operations process is crucial to the successful execution and subsequent adjustments of the information collection plan. The information collection plan is implemented through execution of asset tasking. The tasking process provides the selected collection assets with specific, prioritized requirements. When collection tasks or requests are passed to units, the staff provides specific details that clearly define the collection requirements. These requirements identify—

- What to collect—specific information requirements and essential elements of information.
- Where to collect it—named areas of interest and targeted areas of interest.
- When and how long to collect.
- Why to collect—answer commander's critical information requirements.

4-3. The information collection plan is an execution order and should be published in the five-paragraph operation order (OPORD) format as a warning order (WARNO), an OPORD, or a fragmentary order (FRAGO). Staffs use the information collection plan for tasking, directing, and managing of collection assets (both assigned and attached assets) to collect against the requirements. The operations officer tasks and directs information collection activities. The intelligence staff assists the staff in the development of the information collection plan by providing the requirement planning tools. (Refer to TC 2-01 and ATTP 2-01 on how the requirement planning tools are developed.) Staffs—

- Integrate the information collection plan into the scheme of maneuver.
- Publish annex L (information collection) to the OPORD that tasks assets to begin the collection effort.

- Ensure that the information collection plan addresses all of the commander's requirements, that assigned and attached assets have been evaluated and recommended for information collection tasks within their capabilities, and that collection tasks outside the capabilities of assigned and attached assets have been prepared as requests for information to appropriate higher or lateral headquarters.
- Publish any FRAGOs and WARNOs associated with information collection.

4-4. Appendix B contains examples of the annex L and an information collection WARNO. Figure 4-1 is a sample information collection matrix format which can be used as an appendix to annex L. ATTP 2-01 contains additional information and techniques on completing the information collection matrix.



AO area of operations BCT brigade combat team  R – requests for collection submitted by the intelligence staff to nonorganic assets XX – organic asset nominated to the operations staff for tasking.	Approved priority intelligence requirement. Normally one sheet per priority intelligence requirement	Essential elements of information are a subset of requirement that are related to and would answer a priority intelligence requirement	Positive or negative evidence of threat activity or any characteristic of the AO that— -points toward threat vulnerabilities -points toward the adoption or rejection by the threat of a particular activity. -may influence the commander's selection of a course of action.	Specific information requirement facilitate tasking by matching requirement to assets.	Named area of interest	Start time	End time	XX	1st Battalion	2nd Battalion	3d Battalion	Q-36/Q-37	engineer	low-cost counter-mortar radar	reconnaissance	Shadow full motion video	BCT human intelligence	BCT counterintelligence	Prophet	⌘ full motion video	⌘ human intelligence	⌘ counterintelligence	⌘ communications intelligence	⌘ imagery intelligence	⌘ moving target indicator
	Priority intelligence requirement	Essential elements of information	Indicators	Specific information requirement	Named area of interest	Start time	End time	XX - primary — R - request																	
									Brigade combat team																
									Division and higher																

Figure 4-1. Sample information collection matrix

4-5. The primary means of tasking assets is through an information collection plan. Staffs can issue this plan as part of the completed OPORD; however, the tactical situation may impose a limited time constraint. In such cases, staffs can issue the information collection plan as early as the initial WARNO. This gives collection assets time to prepare for information collection activities. Staffs use FRAGOs to re-task assets that are already conducting operations and to adjust execution as requirements and priorities change.

## **DEVELOP THE INFORMATION COLLECTION OVERLAY**

4-6. The staff may issue an information collection overlay depicting the information collection plan in graphic form as an appendix or annex L to the OPORD. Typical items on the overlay include the following:

- Friendly boundaries and phase lines.
- Reconnaissance handover lines.
- Named areas of interest and targeted areas of interest.
- Limits of advance and limits of reconnaissance. Limits of reconnaissance are constraints derived from higher headquarters orders that may designate a limit of advance impacting reconnaissance units.
- Counterreconnaissance areas.
- Fire support control measures.
- Graphics depicting zone, area, or route reconnaissance.
- Routes start points, release points, infiltration lanes, and checkpoints.
- Primary and alternate observation post locations.
- Ambulance exchange points and logistics release points.
- Planned or existing obstacles.
- Scan sectors for sensors.
- Unmanned aircraft system flight paths.
- Retransmission locations.

4-7. Figure 4-2 on page 4-4 displays an example of an information collection overlay.

## **DEVELOP THE INFORMATION COLLECTION SCHEME OF SUPPORT**

4-8. The information collection scheme of support includes the planning and execution of operations and resources to support the Soldiers and units who perform information collection. This support includes fires, movement, protection, and sustainment (logistics, personnel services, health services support, and other sustainment related functions). The staff prepares the initial scheme of support. The operations officer approves the plan and tasks units.

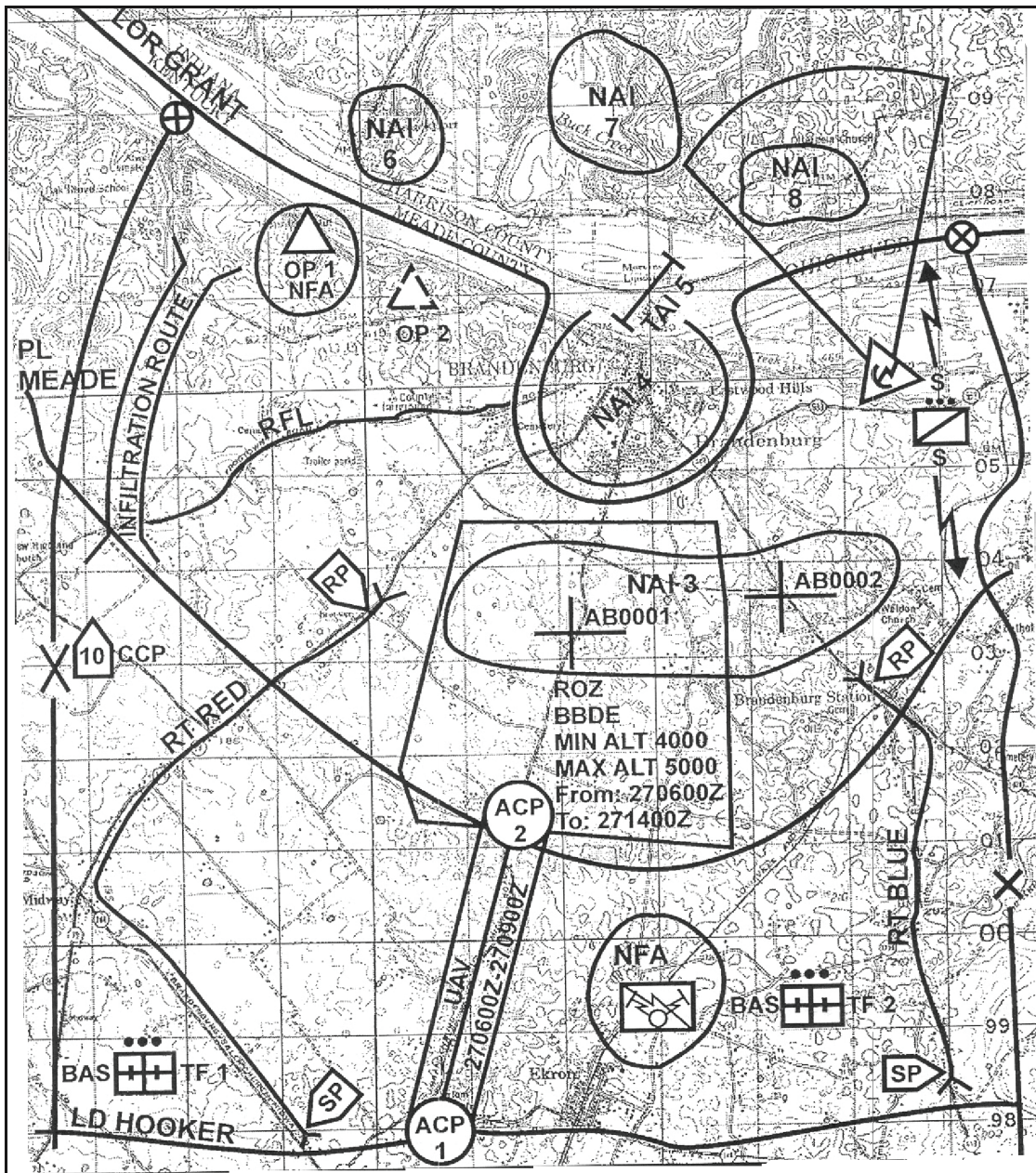


Figure 4-2. Example of an information collection overlay

4-9. The staff publishes the scheme of support in annex L. It addresses as a minimum those items shown in table 4-1.

Table 4-1. Scheme of support

<b>Warfighting Functions</b>	<b>Items Addressed</b>
<b>Movement and maneuver</b>	<ul style="list-style-type: none"> <li>• Provide asset movement routes to and from mission execution location.</li> </ul>
<b>Fires</b>	<ul style="list-style-type: none"> <li>• Call for fire.</li> <li>• Request immediate attack helicopter support.</li> <li>• Request immediate close air support.</li> </ul>
<b>Protection</b>	<ul style="list-style-type: none"> <li>• Air defense.</li> </ul>
<b>Sustainment</b>	<ul style="list-style-type: none"> <li>• Medical evacuation request.</li> <li>• Casualty evacuation request.</li> <li>• Landing zone and pickup zone procedures for rotary-wing aircraft to perform air-ground integration, casualty evacuation, or aerial resupply.</li> <li>• Casualty reporting.</li> <li>• Reconstitution.</li> <li>• Postal and administrative support.</li> <li>• Religious support.</li> <li>• Resupply of classes I, III, and V.</li> <li>• Field maintenance support, recovery, and evacuation of unserviceable equipment including vehicles, collection platforms, and systems.</li> </ul>

## PROVIDE SUPPORT TO SITE EXPLOITATION

4-10. *Site exploitation* is systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution (ATTP 3-90.15). Refer to ATTP 3-90.15 for additional information on site exploitation.

4-11. Site exploitation consists of a related series of activities to exploit personnel, documents, electronic data, and material captured, while neutralizing any threat posed by the items or contents. Units conduct site exploitation using one of two techniques: hasty and deliberate. Commanders chose the technique based on time available and the unit's collection capabilities.

## MONITOR OPERATIONS

4-12. Staffs track the progress of the operation against the requirements and the information collection plan. The operation seldom progresses on the timelines assumed during planning and staff war-gaming. The staff watches for changes in tempo that require changes in reporting times, such as latest time information is of value (LTIOV). The intelligence and operations staffs coordinate any changes with all parties concerned, including commanders and appropriate staff sections. Sometimes the staff's assumptions about enemy courses of action (COAs) will not prove entirely correct. Usually this results in a change in requirements as well as adjustments to the timelines. Staffs may initiate abbreviated versions of the intelligence preparation of the battlefield (IPB) and decisionmaking processes to accommodate changes in their assumptions.

## CORRELATE REPORTS TO REQUIREMENTS

4-13. Correlating information reporting to the original requirement and evaluating reports is key to effective requirements management. This quality control effort helps the staff ensure timely satisfaction of requirements. Requirements management includes dissemination of reporting and related information to original requesters and other users.

4-14. To correlate reports, the staff tracks which specific collection task originates from which requirement to ensure the original requester and all who need the collected information actually receive it. For

efficiency and timeliness, the staff ensures production tasks are linked to requirements. This allows the staff to determine which requirements have been satisfied and which require additional collection.

4-15. The staff address the following potential challenges:

- Large volumes of information that could inundate the intelligence analysis section. The intelligence staff may have trouble finding the time to correlate each report to a requirement.
- Reports that partially satisfy a number of collection tasks. Other reports may have nothing to do with the collection task.
- Reported information that fails to refer to the original task that drove collection.
- Circular reporting and spam or unnecessary message traffic that causes consternation and wastes valuable time.

## SCREEN REPORTS

4-16. The staff screens reports to determine whether the collection task has been satisfied. In addition, the staff screens each report for the following criteria:

- **Relevance.** Does the information actually address the tasked collection task? If not, can the staff use this information to satisfy other requirements?
- **Completeness.** Is essential information missing? (Refer to the original collection task.)
- **Timeliness.** Was the asset reported by the LTIOV established in the original task?
- **Opportunities for cueing.** Can this asset or another asset take advantage of new information to increase the effectiveness and efficiency of the overall information collection effort? If the report suggests an opportunity to cue other assets, intelligence and operations staffs immediately cue them and record any new requirements in the information collection plan.

4-17. Information collection assets do not submit reports that simply state *nothing significant to report*. These reports may convey that collection occurred, but no activity satisfying the information collection task was observed, which may be a significant indicator. *Nothing significant to report* is by no means a reliable indicator of the absence of activity.

## PROVIDE FEEDBACK

4-18. The staff provides feedback to all collection assets on their mission effectiveness and to analytic sections on their production. Normally the mission command element of that unit provides this feedback. Feedback reinforces whether collection or production satisfies the original task or request and provides guidance if it does not. Feedback is essential to maintaining information collection effectiveness and alerting leaders of deficiencies to be corrected.

4-19. As the operation continues, the intelligence and operations staffs track the status of each collection task, analyze reporting, and ultimately satisfy requirements. They pay particular attention to assets not producing required results, which may trigger adjustments to the information collection plan. During execution, the staff assesses the value of the information from collection assets as well as develops and refines requirements to satisfy information gaps.

4-20. When reporting satisfies a requirement, the staff relieves the collection assets of further responsibility to collect against information collection tasks related to the satisfied requirement. The operations officer, in coordination with the intelligence staff, provides additional tasks to satisfy emerging requirements. The operations staff notifies—

- Collection assets and their leadership of partially satisfied requirements to continue collection against, of those collection tasks that remain outstanding, and what remains to be done.
- Collection assets of new tasks designed to exploit cueing and other opportunities.

4-21. By monitoring operations, correlating reports to requirements, screening reports, and providing feedback, the staff ensures the most effective employment of collection assets.

## UPDATE THE INFORMATION COLLECTION PLAN

4-22. Evaluation of reporting, production, and dissemination identifies updates for the information collection plan. As the current tactical situation changes, staffs adjust the overall information collection plan to synchronize collection tasks, optimizing collection and exploitation capabilities. They constantly update requirements to ensure that information gathering efforts are synchronized with current operations while also supporting future operations planning. As collected information answers requirements, the staff updates the information collection plan.

4-23. The steps in updating the information collection plan are—

- Maintain information collection activities synchronized to operations.
- Cue assets to other collection requirements.
- Eliminate satisfied requirements.
- Develop and add new requirements.
- Re-task assets.
- Transition to the next operation.

4-24. The steps in updating information collection taskings are collaborative efforts by the intelligence and operations staff. Some steps predominately engage the intelligence staff, others the operations staff. Some steps may require coordination with other staff sections, and others may engage the entire operations and intelligence working group.

## Maintain Information Collection Activities Synchronized to Operations

4-25. As execution of the commander's plan progresses, the staff refines decision point timeline estimates used when the information is required. The staff stays alert to the need for recommending changes in the information collection plan because of these refinements. As the need for changes arises, the intelligence staff coordinates with the appropriate staff sections to update products required to refine the information collection plan. This may be as simple as updating timelines, or it may require that these products be completely redone.

## Cue Assets to Other Collection Requirements

4-26. The intelligence and operations staffs track the status of collection assets, cueing and teaming assets together as appropriate to minimize the chance of casualties. For example, if a Soldier reports the absence of normal activity in a normally active market area, the staff could recommend redirecting an unmanned aircraft system or other surveillance means to monitor the area for a potential threat.

## Eliminate Satisfied Requirements

4-27. During its evaluation of the information collection plan, the staff identifies requirements that were satisfied. The staff eliminates satisfied requirements and requirements that are no longer relevant, even if unsatisfied. When a requirement is satisfied or no longer relevant, the intelligence staff eliminates it from the information collection plan and updates any other logs or records.

## RE-TASK ASSETS

4-28. The staff may issue orders to re-task assets. This is normally in consultation with the intelligence officer and other staff sections. Re-tasking is assigning an information collection asset with a new task and purpose. It occurs—

- Upon completion of the staff's initial requirement.
- On order, after the LTIOV and having not satisfied the original requirement. (Adjusting the LTIOV may be required.)
- As planned to support a branch or sequel.
- In response to a variance.

### **DEVELOP AND ADD NEW REQUIREMENTS**

4-29. As the operation progresses and the situation develop, commanders generate new requirements. Intelligence staff begins updating the requirements planning tools. The intelligence staff prioritizes new requirements against remaining requirements. The intelligence staff consolidates the new requirements with the existing requirements, reprioritizes the requirements, evaluates resources based upon the consolidated listing and priorities, and makes appropriate recommendations to the commander and operations officer.

### **TRANSITIONS**

4-30. A transition occurs when the commander decides to change focus from one type of military operation to another. Updating information collection tasking may result in a change of focus for several collection assets. As with any other unit, collection assets may require rest and refit—or lead time for employment—to transition from one mission or operation to another effectively.

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## Appendix A

# Information Collection Assets

This appendix discusses information collection assets available to Army commanders for the planning and execution of collection activities. This appendix discusses those assets by level, phase, and echelon. Lastly, this chapter discusses the network-enabled information collection.

### BACKGROUND

A-1. An information collection capability is any human or automated sensor, asset, or processing, exploitation, and dissemination system that can be directed to collect information that enables better decisionmaking, expands understanding of the operational environment, and supports warfighting functions in decisive action. Factors—a unit’s primary mission, typical size area of operations (AO), number of personnel, and communications and network limitations—significantly impact what sensors, platforms, and systems are fielded.

A-2. When a unit requires more robust collection assets to meet its mission, it may request resources and products from higher echelons and adjacent units. During prolonged conflict or joint and multinational operations, the conduct of routine or protracted reconnaissance, security, surveillance, and intelligence operations also impact joint intelligence, surveillance, and reconnaissance (ISR) resource allocation and formalized information collection tasking and requesting procedures.

### MONITOR THE TACTICAL PLAN

A-3. Staffs ensure the collection activities remain focused on the commander’s critical information requirements (CCIRs). They continuously update staff products and incorporate those products into the running estimates and common operational picture (COP). Lastly, they quickly identify and report threats and decisive points in the AO.

A-4. Paragraphs A-5 through A-8 illustrate collection activities at different levels during different phases of an operation. Strategic, operational, and tactical levels have different tasks to perform during the phases of an operation, but all levels work together to provide commanders the intelligence they need to successfully complete each phase of an operation. Table A-1 provides some examples of information collection assets.

**Table A-1. Sample information collection assets**

<b>Levels</b>	<b>Examples of information collection assets</b>
<b>Strategic</b>	<ul style="list-style-type: none"><li>• Defense Human Intelligence Service agents.</li><li>• Central Intelligence Agency.</li><li>• Federal Bureau of Investigation.</li><li>• Defense Intelligence Agency.</li><li>• National Security Agency.</li></ul>
<b>Operational</b>	<ul style="list-style-type: none"><li>• Regionally focused joint information centers.</li><li>• Theater army’s military intelligence brigades.</li><li>• Army aerial exploitation battalions.</li><li>• Joint aerial assets.</li></ul>

Table A-1. Sample information collection assets (continued)

Levels	Examples of information collection assets
Tactical	<ul style="list-style-type: none"> <li>• A battlefield surveillance brigade.</li> <li>• Target acquisition radars.</li> <li>• Reconnaissance and cavalry squadrons and troops.</li> <li>• Attack reconnaissance aviation units.</li> <li>• Unmanned aircraft system.</li> <li>• Any Soldier with information to report.</li> </ul>

## STRATEGIC

A-5. National and theater-level collection assets provide tactical forces updates before and during deployment. Theater-level shaping operations require actionable intelligence including adversary centers of gravity and decision points, as well as the prediction of adversary anti-access measures. Space-based resources are key to supporting situational awareness during deployment and entry phases because they—

- Monitor protection indicators.
- Provide warning of ballistic missile launches threatening aerial and sea ports of debarkation and other threats to arriving forces.
- Provide the communications links to forces en route.
- Provide meteorological information that could affect operations.

## OPERATIONAL

A-6. The intelligence staff requests collection support with theater, joint, and national assets. Respective collection managers employ organic means to cover the seams and gaps between units. These means provide the deploying tactical force the most complete portrayal possible of the enemy and potential adversaries, the populace, and the environmental situation upon entry. The operational-level intelligence assets operate from a regional focus center. This regional focus center (located in the crisis area) assumes primary analytical oversight for the alerted tactical maneuver elements. The theater army's military intelligence brigade (MIB) provides oversight and functions as both a command post and a research node. The MIB intelligence staff must completely understand the deploying tactical force commanders' intent. The MIB must understand the deploying forces' situation and current mission statuses. In addition, the MIB requires access to all relevant data and knowledge about what is being planned at higher headquarters and national levels.

## TACTICAL

A-7. The entire information collection and analysis effort shifts to provide tailored support to deploying forces in response to their CCIRs. Priority within the brigade combat team (BCT) shifts to planning to deploy and conduct offensive operations to secure a lodgment in the objective areas. The BCT prepares to conduct combat operations upon arrival. The BCT commander understands the situation sufficiently to employ the combat power of the BCT effectively. The BCT's intelligence element collaborates with higher echelons to satisfy CCIRs and provide the context and focus to the information gathered.

A-8. As the unit prepares to fight upon arrival, it synchronizes its information collection activities with division and higher echelon headquarters. Operational-, theater-, and national-level intelligence collection reports are used to develop and continually update the COP.

## INFORMATION COLLECTION ASSETS BY PHASE

A-9. Paragraphs A-10 through A-17 illustrate collection activities at different phases of an operation. Units perform different tasks during deployment, entry, and transition. Commanders require certain information assets to complete each phase of an operation successfully.

## DEPLOYMENT

A-10. Prior to issuing the execution order, higher tactical echelons and joint, interagency, intergovernmental, and multinational information collection assets support situation development and shaping operations in the objective area. Upon receipt of the execution order and approval of the course of action, the geographic combatant command expands the size and scope of information collection activities. The geographic combatant command is in the area of responsibility with significant collection assets to detect, identify, and track adversary decision points and centers of gravity. Information collected by the geographic combatant command is immediately available to the tactical echelon, through the network, to continuously update the COP and intelligence running estimate. Combat assessments of lethal and nonlethal effects drive decisions regarding the deployment timing, locations, and actions on arrival.

## ENTRY

A-11. During the entry phase, deploying units are particularly vulnerable to enemy actions. Effective intelligence reduces that vulnerability. Tactical forces use the information that their higher headquarters, and theater- and national-level assets provide to maintain situational awareness and refine plans. The intelligence running estimate provides the commander predictive intelligence to anticipate adversary actions. Updates en route provide continuing information about the situation, the threat, and the environment. They allow the commander to adjust the plan prior to arrival in response to changes in the AO or threat actions.

A-12. Forces conduct tactical assault upon arrival as necessary. They conduct continuous reconnaissance, intelligence, and security operations. As the buildup of forces continues, the tactical forces strives to reduce dependence on higher echelon resources while becoming more reliant upon organic assets. As organic and supporting assets arrive into the theater, commanders immediately employ them to support tactical-level situational awareness. In addition, operational and strategic resources still contribute to the COP. Arriving units and staffs establish liaisons with units already in the AO.

A-13. As the BCT enters the AO, it continues to rely primarily on national-, theater-, and higher-tactical echelon information collectors until its organic assets become fully available. The intelligence overwatch support section provides context and focus to information gathered by theater and national collectors. Appropriate to echelon, the S-2 and military intelligence elements focus and put into context the information collected, analyzed, and disseminated by higher echelons. The different echelons integrate raw and analyzed information to answer their commander's priority intelligence requirements and tailor reports to specific mission requirements. In the early phases of entry operations, focused, detailed collection and analysis of the BCT's operational environment remains a primary responsibility of its higher headquarters. The BCT becomes responsible for providing its own situational awareness of the operational environment when assigned its operational area.

A-14. Once on the ground, the BCT immediately begins to deploy its information collection reconnaissance units, sensors, and collection systems. The tactical echelon expands its sensing and collecting capabilities until the entire force is on the ground and achieves maximum situational awareness. During entry operations, echelons above brigade continue to provide collection support and serve to complement the BCT's organic reconnaissance units and assets. Once the BCT deploys, strategic and operational echelons continue to complement the BCT's organic assets and focus on those areas outside the sensing range and capability of the maneuver elements. Sensors covering the noncontiguous AO provide early warning and cueing of the BCT's reconnaissance squadron and sensors.

## TRANSITION

A-15. Information collection requirements during the transition phase shift from one operation to another. regardless, the combatant commander remains aware that major combat operations and stability operations may occur simultaneously.

A-16. Commanders may reprioritize strategic and operational echelon information collection assets. The BCT's collection assets become a resource for division headquarters and higher echelon units for their information needs. The AO generally involves other nations. Often, multinational information collection focus increases along with the involvement of nongovernmental organizations. There may be multinational collection entities operating in each brigade's AO with no formal command relationship. Commanders

must effectively integrate these capabilities into collection plans and processes to prevent unnecessary redundancy and maximize information sharing.

A-17. During this phase, the combatant commander and all subordinate echelons redefine adversary centers of gravity and focus information collection activities on political, social, economic, information, and criminal activities that pose a threat to friendly forces and the stability of the AO. Collaboration and interaction with all friendly elements in the AO is essential. Predictive assessments for the remaining threat forces or illicit factions contribute to future operational planning and force disposition.

## **INFORMATION COLLECTION ASSETS BY ECHELON**

A-18. Paragraphs A-19 through A-41 illustrate collection activities in different echelons of an operation. Different units perform different tasks at each echelon. Commanders at different echelons require certain information assets to complete each phase of an operation successfully.

### **SPECIAL OPERATIONS FORCES**

A-19. Special operations forces may possess a high degree of cultural awareness due to their extensive training, experience, and regional orientation. Some members of every unit will communicate in the local language. Civil affairs units are also sources of useful information; however, commanders recognize that the legitimacy of civil affairs activities often hinges on whether the local population perceives those forces are collecting information. Civil affairs personnel may be tasked to collect information en route to or returning from a meeting with host-nation personnel but may not be tasked to collect information during the meeting. Some special operations forces make ideal collection assets during stability operations because they can interact with the local population.

A-20. Historically, special operations forces have operated independently from conventional forces, although both plan and execute operations within a synchronized framework to support the joint force commander's overall plan. Recent operations have produced situations in which conventional forces and special operations forces operated in the same operational area simultaneously, requiring close coordination. Conventional forces and special operations forces can complement one another in a number of areas, including information collection activities. Special operations forces can provide conventional forces with special reconnaissance capabilities, positive identification of specific targets, target marking and terminal guidance, battle damage assessment, information on indigenous forces, and combat weather support. Conventional forces can provide special operations forces with robust fire support, multiple attack resource options, lethal and nonlethal fires, and other resources available to heavier forces.

A-21. Key lessons for successfully integrating conventional forces with special operations forces include the following:

- Establish personal relationships (rapport).
- Train integrated forces early and often, before conducting tactical operations.
- Clearly define and articulate command relationships.
- Fully integrate planning and intelligence efforts to alleviate misunderstandings.
- Understand the strengths and limitations of each force, and use this knowledge to advantage.

### **MILITARY INTELLIGENCE BRIGADE**

A-22. The theater army's MIB provides intelligence support, including support for information collection activities. The MIB supports the theater army, other Army operational-level commands in the area of responsibility, and combatant, joint, or multinational commands.

A-23. The MIB consists of the—

- Operations battalion.
- Forward collection battalion (counterintelligence and human intelligence).
- Forward collection battalion (signals intelligence).
- Strategic signals intelligence battalion.
- Theater support battalion.

A-24. The MIB performs intelligence operations, all-source intelligence analysis, intelligence production, intelligence collection management, and intelligence dissemination in support of the theater army. It provides dedicated long-term, continuous support to the geographic combatant commander or subunified commander for that commander’s theater security cooperation plan and small-scale contingencies. It also provides in-theater intelligence support during major combat operations.

A-25. The MIB provides the theater army commander with dedicated intelligence capabilities for all intelligence disciplines. It has robust counterintelligence and human intelligence capabilities with interrogation and exploitation potential. Each MIB also has dedicated imagery intelligence analysts, and most have imagery intelligence collection capabilities. The MIB also has measurement and signature intelligence capabilities.

**BATTLEFIELD SURVEILLANCE BRIGADE**

A-26. The battlefield surveillance brigade (BFSB) conducts reconnaissance and security to collect information to support operations at echelons-above-brigade level. It helps develop the COP, and it enhances commanders’ decisionmaking. Table A-2 identifies BFSB collection assets. The BFSB fills two roles in division-level and higher operations. It augments BCTs and supporting brigades to enhance their abilities to accomplish their missions. It also executes their portion of the information collection plan—

- In that portion of the AO not assigned to a subordinate unit (unassigned area).
- In an AO assigned to it by the supported unit.
- In an area that has characteristics of both types (unassigned area and assigned AO).

**Table A-2. Battlefield surveillance brigade information collection assets**

<i>Warfighting Function</i>	<i>Organization</i>	<i>Capability</i>
<b>Movement and Maneuver</b>	Reconnaissance Squadron	Conduct area, zone, or route reconnaissance.
<b>Intelligence</b>	Military Intelligence Battalion Intelligence Operations	Provide signals intercept and signal emitter location data that use 12-person multifunction teams that combine signals intelligence, human intelligence, and counterintelligence capabilities and supporting operational management teams.
		Provide counterintelligence and human intelligence teams and supporting operational management teams that provide general support to division or corps collection requirements.
		Provide counterintelligence and human intelligence teams that provide general support to augment capabilities of a maneuver brigade.
		Provide counterintelligence or human intelligence capability to a functional brigade.
		Provide aerial reconnaissance and surveillance capability. Provide battle damage assessment capability.
	Headquarters and Headquarters Company	Support development of brigade common operational picture, targeting, intelligence preparation of the battlefield, and analysis of reporting across all the warfighting functions and development of intelligence products.
		Provide geospatial intelligence.
		Receive, process, and display near-real time information from nonorganic airborne sensors, including Joint Surveillance Target Attack Radar System.
		Provide additional information collected during conduct of primary missions.

**Table A-2. Battlefield surveillance brigade information collection assets (continued)**

<b>Warfighting Function</b>	<b>Organization</b>	<b>Capability</b>
<b>Sustainment</b>	Brigade Support Company	Provide information and intelligence developed and disseminated through mission command systems (such as command post of the future).
<b>Mission Command</b>	Brigade Headquarters and Headquarters Company	Provide additional information collected during conduct of primary missions.
		Provide signal retransmission teams that can provide additional observation posts.

A-27. Although assets above division level can fulfill many intelligence requirements, they may not answer all of them. Often, higher-level operational needs take precedence and cause assets at these levels to focus on the next higher echelon’s CCIRs. In some cases, higher-level assets may not provide the level of detail or timeliness the BFSB’s supported command requires. The BFSB bridges the gap between the tactical reconnaissance and security executed at brigade level and the operational and strategic reconnaissance executed at levels above the division.

A-28. In its other role, the BFSB augments other brigades by providing counterintelligence, human intelligence, signals intelligence, and unmanned aircraft system. In some situations, augmentation includes elements of the reconnaissance squadron. The BFSB provides a means for the supported commander to weight the decisive operation or the main effort and to provide other brigades with assets, capabilities, or the increased capacity required for a specific mission or operation. Refer to FM 3-55.1 for additional information on BFSB operations.

**COMBAT AVIATION BRIGADE**

A-29. The combat aviation brigade (CAB) accomplishes reconnaissance and surveillance with its attack reconnaissance battalions and (when fielded) one unmanned aircraft system company. The heavy, medium, light, and expeditionary CABs have similar organization, varying only in the type and number of attack reconnaissance battalions. Heavy and medium CABS have more robust firepower capabilities than light and expeditionary CABs.

A-30. The CAB commander is the higher commander’s senior advisor for employment of aviation assets. The CAB commander and staff are the primary integrators of manned aircraft and unmanned aircraft system operations.

A-31. The unmanned aircraft system company of the CAB, when fully fielded, deploys a one system ground control station (known as OSGCS) to the BFSB and fires brigade as required for mission planning and execution. Based on higher echelon requirements, the BFSB and fires brigade control the unmanned aircraft for reconnaissance and surveillance operations. Typically, the CAB launches the aircraft and turns control over to the one system ground control station operators. The one system ground control station locates where it can best control the aircraft and allows for the dissemination of collected information.

**FIRES BRIGADE**

A-32. Normally fires brigades are assigned, attached, or placed under the operational control of a division headquarters. However, they may be attached or placed operational control to a corps headquarters, a joint forces land component command, a joint task force (JTF), or another Service or functional component. Fire brigades are task organized to accomplish missions.

A-33. Fires brigades have the ability to reconnoiter, detect, and attack targets and confirm the effectiveness of fires. Fire brigades have robust communications and control systems that facilitate the efficient application of fires. They have the necessary fire support and targeting structure to effectively execute the entire decide, detect, deliver, and assess targeting process for their assigned tasks.

A-34. The fires brigade and each of its subordinate organizations can be augmented (task-organized) as required. For instance, executing a strike may require placing additional collection assets capabilities under operational control of the fires brigade headquarters. Alternatively, the BFSB can retain control of its organic assets and provide the information and desired effects to the fires brigade.

**BRIGADE COMBAT TEAM**

A-35. The BCT is the Army’s largest defined combined arms organization and the Army’s primary close combat force. For combat operations, the combatant commander builds the ground component of a JTF around the BCT. The BCT includes units and capabilities from every warfighting function; it is task-organized to meet specific mission requirements. Some capabilities, such as unmanned aircraft system platoons, are assets whose sole purpose is support to information collection activities. However, commanders consider some information collection assets that are not immediately obvious when planning reconnaissance and surveillance tasks and missions to answer CCIRs fully. Tables A-3, A-4, and A-5 show each BCT’s information collection assets.

**Table A-3. Infantry brigade combat team information collection assets**

<b>Warfighting Function</b>	<b>Organization</b>	<b>Capability</b>
<b>Movement and Maneuver</b>	Reconnaissance Squadron	Conduct Soldier sensor missions, as needed, to satisfy requirements.
		Conduct security operations and surveillance tasks as required.
		Conduct area, zone, or route reconnaissance.
	Infantry Battalion	Conduct Soldier sensor missions, as needed, to satisfy requirements, including tactical questioning.
Provide scout platoon capability for real-time detection, recognition, and identification of distant target locations.		
<b>Intelligence</b>	Brigade Special Troops Battalion Military Intelligence Company	Conduct intelligence operations military source operations, document exploitation, interrogation and debriefing, and counterintelligence operations (such as preliminary investigations).
		Support development of brigade common operational picture, targeting, intelligence preparation of the battlefield, analysis, reconnaissance and surveillance reporting across all the warfighting functions, and intelligence products.
		Provide organic aerial reconnaissance and surveillance and battle damage assessment capability.
<b>Fires</b>	Fires Battalion	Conduct Soldier sensor missions, as needed, to satisfy information requirements.
		Detect artillery and mortar fires, establish long-duration observation posts.
<b>Sustainment</b>	Brigade Support Battalion	Provide additional information collected during conduct of primary missions.
		Provide information on types of wounds or injuries, diseases, and health and welfare of population that refines understanding of operational environment or enemy capabilities.

**Table A-3. Infantry brigade combat team information collection assets (continued)**

<i>Warfighting Function</i>	<i>Organization</i>	<i>Capability</i>
<b>Protection</b>	Brigade Special Troops Battalion	Provide information collected during internment and resettlement, area security, and maneuver mobility support operations.
	Engineer Company	Conduct Soldier sensor missions, as needed, to satisfy information requirements.
		Provide terrain teams and reconnaissance teams that identify key terrain, obstacle intelligence, and infrastructure information.
<b>Mission Command</b>	Brigade Special Troops Battalion	Provide information and intelligence developed and disseminated through mission command systems.
		Conduct route, area, and zone CBRN reconnaissance to detect, identify, mark, report, and sample for presence of CBRN hazards.
CBRN chemical, biological, radiological, and nuclear		

**Table A-4. Heavy brigade combat team information collection assets**

<i>Warfighting function</i>	<i>Organization</i>	<i>Capability</i>
<b>Movement and Maneuver</b>	Reconnaissance Squadron	Conduct security operations and surveillance tasks to include Soldier sensor missions, as needed, to satisfy information requirements.
		Conduct area, zone, or route reconnaissance.
	Combined Arms Battalion	Conduct Soldier sensor missions, as needed, to satisfy information requirements, including tactical questioning.
		Provide scout platoon capability for real-time detection, recognition, and identification of distant target locations.
<b>Intelligence</b>	Brigade Special Troops Battalion Military Intelligence Company	Conduct intelligence operations source operations, document exploitation, interrogation and debriefing, and counterintelligence operations (such as preliminary investigations).
		Provide organic aerial reconnaissance and surveillance, and battle damage assessment capability.
		Receive, process, and display near real-time information from non-organic airborne sensors.
<b>Fires</b>	Fires Battalion	Conduct Soldier sensor missions, as needed, to satisfy information requirements.
		Detect artillery and mortar fires.
		Establish long-duration observation posts.



Table A-4. Heavy brigade combat team information collection assets (continued)

<i>Warfighting function</i>	<i>Organization</i>	<i>Capability</i>
<b>Sustainment</b>	Brigade Support Battalion	Provide additional information collected during conduct of primary missions.
		Provide information on types of wounds or injuries, diseases, and health and welfare of population that refines understanding of operational environment or enemy capabilities.
		Provide additional information collected during conduct of primary missions.
<b>Protection</b>	Brigade Special Troops Battalion	Provide information collected during internment and resettlement, area security, and maneuver mobility support operations.
		Conduct Soldier sensor missions, as needed, to satisfy information requirements.
		Provide terrain teams and reconnaissance teams identify key terrain, obstacle intelligence, and infrastructure information.
		Conduct route, area, and zone CBRN reconnaissance to detect, identify, mark, report, and sample for presence of CBRN hazards.
<b>Mission Command</b>	Brigade Special Troops Battalion	Provide additional information collected during conduct of primary missions.
		Provide signal retransmission teams that can provide additional observation post capability.
CBRN chemical, biological, radiological, and nuclear		

Table A-5. Stryker brigade combat team information collection assets

<i>Warfighting function</i>	<i>Organization</i>	<i>Capability</i>
<b>Movement and Maneuver</b>	Reconnaissance Squadron	Conduct security operations, surveillance tasks, and tactical questioning to include Soldier sensor missions, as needed, to satisfy information requirements.
		Conduct area, zone, or route reconnaissance.
		Provide organic unmanned aircraft system platoon to conduct aerial reconnaissance and surveillance and battle damage assessment.
		Provide Prophet Signal Intercept System to provide signals intercept and signal emitter location data.
		Provide CBRN platoon to conduct route, area, and zone CBRN reconnaissance to detect, identify, mark, report, and sample for presence of CBRN hazards.
		Provide unattended ground sensors platoon for increased unmanned monitoring of terrain.
	Stryker Battalions	Conduct Soldier sensor missions, as needed, to satisfy information requirements, including tactical questioning.

Table A-5. Stryker brigade combat team information collection assets (continued)

<b>Warfighting function</b>	<b>Organization</b>	<b>Capability</b>
<b>Intelligence</b>	Military Intelligence Company	Conduct intelligence operations military source operations, document exploitation, interrogation and debriefing, and counterintelligence operations (such as preliminary investigations).
		Support development of brigade common operational picture, targeting, IPB, analysis of reporting across all the warfighting functions and development of intelligence products.
		Receive, process, display near real time information from non-organic airborne sensors.
<b>Fires</b>	Fires Battalion	Conduct Soldier sensor missions, as needed, to satisfy information collection requirements.
		Detect artillery and mortar fires, establish long duration observation posts.
<b>Sustainment</b>	Brigade Support Battalion	Provide additional information collected during conduct of primary missions.
		Provide information on types of wounds or injuries, diseases, health and welfare of population that refines understanding of operational environment or enemy capabilities.
<b>Protection</b>	Military Police Platoon	Provide information collected during internment and resettlement, area security, and maneuver mobility support operations
		Conduct route, area, and zone CBRN reconnaissance to detect, identify, mark, report, and sample for presence of CBRN hazards.
	Engineer Company	Conduct Soldier sensor missions, as needed, to satisfy information requirements.
		Provide terrain teams and reconnaissance teams identify key terrain, obstacle Intelligence, and infrastructure information.
<b>Mission Command</b>	Brigade Support Battalion	Provide combat information and intelligence developed and disseminated through mission command systems (such as command post of the future).
		Provide additional information collected during conduct of primary missions.
		Provide signal retransmission teams that can provide additional observation post capabilities.
CBRN chemical, biological, radiological, and nuclear		

A-36. The BCT conducts reconnaissance, security, and intelligence operations. The BCT commander gains situational understanding by conducting integrated reconnaissance and security operations that answer the CCIRs. Typically the BCT assigns short-term reconnaissance, intelligence, and security tasks to its reconnaissance squadron; sustained missions usually require participation from the entire BCT. When the BCT assigns reconnaissance or security tasks to a subordinate element, the BCT task-organizes the subordinate element and allocates to it the resources necessary to meet its mission requirements. The BCT may allocate tank and mechanized infantry units, reconnaissance units, engineer elements, attack helicopter units, close air support priority, and intelligence systems to perform reconnaissance or security tasks. (Refer to FM 3-90.6, for additional information.)

A-37. The BCT operations section—

- Is responsible for development of the information collection plan.
- Tasks subordinate units.
- Ensures the information collection plan supports the overall scheme of maneuver.

A-38. The BCT intelligence section—

- Assesses information received to derive intelligence.
- Performs requirements planning and assessment of information collection.

### **BRIGADE COMBAT TEAM RECONNAISSANCE SQUADRON**

A-39. The reconnaissance squadrons of the heavy brigade combat team, infantry brigade combat team, and Stryker brigade combat team are organized to accomplish reconnaissance and security missions throughout the BCT's AO. By leveraging information technology with air and ground reconnaissance capabilities in complex terrain, the reconnaissance squadron helps develop the situation by focusing on all categories of threats in a designated AO. This allows the BCT commander to maintain battlefield mobility and agility while choosing the time, place, and method to confront the enemy. The squadron commander has various tools to conduct reconnaissance and security missions across the spectrum of conflict. The squadron commander can task-organize to optimize complementary effects while maximizing support throughout the BCT's AO. (Refer to FM 3-20.96, for additional information.)

A-40. Most Army information collection assets have been assigned at the brigade level to ensure intelligence and information is readily available to commanders in increasingly decentralized AOs. Corps, division, and BCTs often require information from the same assets. The requirement for layering information collection capabilities—some with theater-level applications—and the often long or personnel-intensive logistics, processing, exploitation, and dissemination of those assets require management at echelons above brigade.

A-41. Information collection capabilities are rapidly evolving to meet new challenges of the current and future area of operations and provide the flexibility required to provide information across the spectrum of operations. To act decisively, commanders and staffs identify, understand, and integrate (sometimes creatively) the multitude of information collection capabilities found at every echelon across the warfighting functions.

### **NETWORK-ENABLED INFORMATION COLLECTION**

A-42. The networking of all joint force elements creates capabilities for unparalleled information sharing and collaboration and a greater unity of effort via synchronization and integration of force elements at the lowest echelons. Distributed Common Ground System (Army) (DCGS-A) provides a network-centric, enterprise intelligence, weather, geospatial engineering, and space operations capabilities to maneuver, maneuver support, and sustainment organizations at all echelons from battalion to joint task forces. The DCGS-A is being implemented to integrate intelligence tasking, collection, processing, and dissemination capabilities across the Army and joint community. The purpose of DCGS-A is to unite the different systems across the global information network. DCGS-A is the Army's primary system for—

- Receipt of and processing select information collection asset data.
- Control of select Army sensor systems.
- Fusion of sensor data and information
- Direction and distribution of relevant threat, terrain, weather, and civil considerations products and information.
- Facilitation of friendly information and reporting.

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## Appendix B

# The Information Collection Annex to the Operation Order

This appendix provides instructions for preparing Annex L (Information Collection) in Army plans and orders. It provides a format for the annex that can be modified to meet the requirements of the base order and operations, and an example information collection plan. Refer to ATTP 5-0.1 for additional guidance on formatting and procedures.

## ANNEX L (INFORMATION COLLECTION)

B-1. The information collection annex clearly describes how information collection activities support the offensive, defensive, and stability or defense support of civil authorities operations throughout the conduct of the operations described in the base order. See figure B-1. It synchronizes activities in time, space, and purpose to achieve objectives and accomplish the commander's intent for reconnaissance, surveillance, and intelligence operations (including military intelligence disciplines).

<p style="text-align: center;"><b>[CLASSIFICATION]</b></p> <p><i>Place the classification at the top and bottom of every page of the Information Collection Annex. Place the classification marking (TS), (S), I, or (U) at the front of each paragraph and subparagraph in parentheses. Refer to AR 380-5 for classification and release marking instructions.</i></p> <p><b>ANNEX L (Information Collection) TO OPERATION ORDER # [number] [(code name)]— [issuing headquarters] [(classification of title)]</b></p> <p><b>1. (U) <u>Situation</u>.</b></p> <p>a. (U) <u>Area of Interest</u>. <i>No change to Annex B (Intelligence) or appendix 1 to annex C (Operations).</i></p> <p>b. (U) <u>Area of Operations</u>. <i>No change to Appendix 2 (Operation Overlay) to Annex C (Operations).</i></p> <p>(1) (U) <u>Terrain</u>. <i>Describe the aspects of terrain that impact operations. Refer to Annex B (Intelligence) as required.</i></p> <p>(2) (U) <u>Weather</u>. <i>Describe the aspects of weather that impact operations. Refer to Annex B (Intelligence) as required.</i></p> <p>c. (U) <u>Enemy Forces</u>. <i>No change to Annex B (Intelligence).</i></p> <p>d. (U) <u>Friendly Forces</u>. <i>No change to base order, Annex A (Task Organization) and Annex C (Operations).</i></p> <p style="text-align: center;">[page number]</p> <p style="text-align: center;"><b>[CLASSIFICATION]</b></p>
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Figure B-1. Example Annex L (Information Collection) annotated format

**[CLASSIFICATION]**

**ANNEX L (INFORMATION COLLECTION) TO OPERATION ORDER # [number] [(code name)]—[issuing headquarters] [(classification of title)]**

e. (U) Interagency, Intergovernmental, and Nongovernmental Organizations. *Identify and describe other organizations in the area of operations that may impact the conduct of operations or implementation of information collection-specific equipment and tactics. Refer to Annex V (Interagency Coordination) as required.*

f. (U) Civil Considerations. *Describe the critical aspects of the civil situation that impact information collection activities. Refer to Appendix I (Intelligence Estimate) to Annex B (Intelligence) and Annex K (Civil Affairs Operations) as required.*

g. (U) Attachments and Detachments. *If pertinent, list units or assets attached to or detached from the issuing headquarters. State when each attachment or detachment is effective (for example, on order, on commitment of the reserve) if different from the effective time of the base order. Do not repeat information already listed in Annex A (Task Organization).*

h. (U) Assumptions. *List any information collection-specific assumptions that support the annex development.*

**2. (U) Mission.** *State the mission in support of the operation—a short description of the who, what (task), when, where, and why (purpose) that clearly indicates the action to be taken and the reason for doing so.*

**3. (U) Execution.**

a. (U) Concept of Operations. *This is a statement of the overall information collection objective. Describe how the tasks or missions of reconnaissance, surveillance, security, intelligence operations, and so forth support the commander's intent and the maneuver plan. Direct the manner in which each element of the force cooperates to accomplish the key information collection tasks and ties that to support of the operation with task and purpose statement. Must describe, at minimum, the overall scheme of maneuver and concept of fires. It should refer to Appendix I (Information Collection Plan) to Annex L (Information Collection). The following subparagraphs are examples. Omit what is unnecessary for brevity.*

(1) (U) Movement and Maneuver. *Provide the scheme of movement and maneuver for collection assets and any other unit given a key information collection task, in accordance with the concept of operations in the base order (paragraph 3b) and Annex C (Operations). Describe the employment of information collection assets in relation to the rest of the force and state the method forces will enter the area of operations (AO).*

(2) (U) Intelligence. *Describe the intelligence concept for supporting information collection. Refer to Annex B (Intelligence) as required.*

(3) (U) Fires. *Describe the concept of fires in support of information collection. Identify which information collection assets have priority of fires and the coordinating purpose of, priorities for, allocation of, and restrictions on fire support and fire support coordinating measures. Refer to Annex D (Fires) as required.*

(4) (U) Protection. *Describe protection support to information collection. Refer to Annex F (Protection) as required.*

[page number]

**[CLASSIFICATION]**

**Figure B-1. Example Annex L (Information Collection) annotated format (continued)**

[CLASSIFICATION]

**ANNEX L (INFORMATION COLLECTION) TO OPERATION ORDER # [number] [(code name)]—[issuing headquarters] [(classification of title)]**

(5) (U) Engineer. Describe engineer support, if applicable, to information collection. Identify priority of mobility and survivability assets. Refer to Annex G (Engineer) as required.

(6) (U) Sustainment. Describe sustainment support to information collection as required. Refer to Annex F (Sustainment).

(7) (U) Signal. Describe signal support to information collection as required. Refer to Annex H (Signal).

(8) (U) Inform and influence. State overall concept for synchronizing information collection with inform and influence operations. Refer to Annex J (Inform and Influence Activities).

(9) (U) Assessment. If required, describe the priorities for assessment for the information collection plan and identify the measures of effectiveness used to assess end state conditions and objectives. Refer to Annex M (Assessment) as required.

b. (U) Tasks to Subordinate Units. State the information collection task assigned to each unit not identified in the base order. (Refer to Appendix I (Information Collection Plan) to Annex L (Information Collection) as needed.)

(1) (U) Information Collection Support Tasks for Maneuver Units.

(a) (U) Tasks to Maneuver Unit 1.

(b) (U) Tasks to Maneuver Unit 2.

(c) (U) Tasks to Maneuver Unit 3.

(2) (U) Information Collection Support Tasks for Support Units. Direct units to observe and report in accordance with Appendix I (Information Collection Plan) to Annex L (Information Collection). Consider all options such as Naval gunfire support.

(a) (U) Military Intelligence. Refer to Annex B (Intelligence).

(b) (U) Engineer. Refer to Annex G (Engineer).

(c) (U) Fires. Refer to Annex D (Fires).

(d) (U) Signal. Refer to Annex H (Signal).

(e) (U) Sustainment. Refer to Annex F (Sustainment).

(f) (U) Protection. Refer to Annex E (Protection).

[page number]

[CLASSIFICATION]

Figure B-1. Example Annex L (Information Collection) annotated format (continued)

**[CLASSIFICATION]**

**ANNEX L (INFORMATION COLLECTION) TO OPERATION ORDER # [number] [(code name)]—[issuing headquarters] [(classification of title)]**

(g) (U) Public Affairs. Refer to Appendix 1 (Public Affairs) to Annex J (Inform and Influence Activities).

(h) (U) Civil Affairs. Refer to Annex K (Civil Affairs Activities).

c. (U) Coordinating Instructions. List only instructions applicable or not covered in unit standard operating procedures (SOPs).

(1) (U) Time or Condition When the Plan Becomes Effective.

(2) (U) Priority Intelligence Requirements. List priority intelligence requirements (PIRs) here, the information collection tasks associated with them, and the latest time information is of value for each PIR.

(3) (U) Essential Elements of Friendly Information. List essential elements of friendly information (EEFI) here.

(4) (U) Fire Support Coordinating Measures. List fire support coordinating or control measures. Establish no fire areas.

(5) (U) Intelligence Handover Lines with Adjacent Units. Identify handover guidance and parameters; refer to necessary graphics or attachments as required.

(6) (U) Limits of Advance, Limits of Reconnaissance, and Quick Reaction Force Response Instructions. Identify as required, referencing graphical depictions in attachments or instructions as needed.

(7) (U) Airspace Coordinating Measures. List airspace control measures.

(8) (U) Intelligence Coordination Measures. List information such as restrictions on international borders or other limitations and the coordination or special instructions that apply. Identify what unit is responsible for coordinating information collection activities in relation to the AO.

(9) (U) Rules of Engagement. Refer to Appendix 11 (Rules of Engagement) to Annex C (Operations) as required.

(10) (U) Risk Reduction Control Measures. State any reconnaissance, surveillance, and security-specific guidance such as fratricide prevention measures not included in SOPs, referring to annex F (Protection) as required.

(11) (U) Environmental Considerations. Refer to Appendix 5 (Environmental Considerations) to Annex G (Engineer) as required.

(12) (U) Other Coordinating Instructions. List only instructions applicable to two or more subordinate units not covered in the base plan or order.

**4. (U) Sustainment**. Describe any sustainment requirements, subparagraphs may include:

a. (U) Logistics. Refer to Appendix 1 (Logistics) to Annex F (Sustainment) as required.

b. (U) Personnel. Refer to Appendix 2 (Personnel Services Support) to Annex F (Sustainment) as required.

[page number]

**[CLASSIFICATION]**

**Figure B-1. Example Annex L (Information Collection) annotated format (continued)**



**[CLASSIFICATION]**

**ANNEX L (INFORMATION COLLECTION) TO OPERATION ORDER # [number] [(code name)]—[issuing headquarters] [(classification of title)]**

c. (U) Health Services Support. Refer to Appendix 3 (Army Health System Support) to Annex F (Sustainment) as required. This includes Medical Evacuation.

**5. (U) Command and Control.**

a. (U) Command. No change.

b. (U) Control. No change.

c. (U) Signal.

**ACKNOWLEDGE:** Include instructions for the acknowledgement of the OPLAN or OPORD by addressees. The word “acknowledge” may suffice. Refer to the message reference number if necessary. Acknowledgement of a plan or order means that it has been received and understood.

[Authenticator’s name]  
[Authenticator’s position]

**ATTACHMENTS:** List lower-level attachment (appendixes, tabs, and exhibits).

Appendix 1 – Information Collection Plan

Appendix 2 – Information Collection Overlay

**DISTRIBUTION:** (if distributed separately from the base order).

[page number]

**[CLASSIFICATION]**

**Figure B-1. Example Annex L (Information Collection) annotated format (continued)**

## THE INFORMATION COLLECTION PLAN

B-2. Figure B-2 (page B-6) is an example of an information collection plan. This plan can also be accompanied by a graphical depiction of the plan, called the information collection overlay. Units may develop and adjust the format of their information collection plan to meet the requirements of the mission and clearly depict information collection in terms of time and space for execution. The information collection plan must contain—

- Information about the area of operations for the collection assets.
- Reporting guidance.
- Identified named area of interest or targeted area of interest.
- The task for each asset.
- The time the asset is to collect or that information is relevant.
- References to any passage of lines or fire support and airspace control measures that are not standard operating procedures.

Unit: <b>INFORMATION COLLECTION PLAN</b>		Period Covered From:		To:										
PIR / IR	Indicators (Analysis of Intelligence Requirements)	Avenue of Approach Coordinates			Assets To Be Employed							Hour and Destination of Reports	Remarks	
		From	To	Mobility Corridor No	AN/PPS-5D	1 <sup>st</sup> BN Scouts	2 <sup>nd</sup> BN Scouts	3 <sup>rd</sup> BN Scouts	Prophet	Shadow	CI			
		NAI	Time		Specific Information Or Requests									
			NET	NLT										
1.		1											AS PER SOP	
		2											AS PER SOP	
		3											AS PER SOP	
2.														

SAMPLE

Figure B-2. Sample information collection plan

## Appendix C

# Joint Intelligence, Surveillance, and Reconnaissance

The Army conducts operations as part of a joint force. This appendix examines joint intelligence, surveillance, and reconnaissance activities as part of unified action. It discusses the joint intelligence, surveillance, and reconnaissance doctrine, resources, planning systems, considerations, and organizations.

## UNIFIED ACTION

C-1. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). It involves the application of all instruments of national power, including actions of other government agencies and multinational military and nonmilitary organizations. Combatant as well as subordinate commanders use unified action to integrate and synchronize their operations directly with the activities and operations of other military forces and nonmilitary organizations in their area of operations.

C-2. Army forces operating in an operational area are exposed to many non-U.S. Army participants. Multinational formations, host-nation forces, other government agencies, contractors, and nongovernmental organizations are all found in the operational area. Each participant has distinct characteristics, vocabulary, and culture, and all can contribute to situational understanding. Commanders, Soldiers, and all who seek to gather information have much to gain by being able to work with and leverage the capabilities of these entities. The Army expands the joint intelligence, surveillance, and reconnaissance (ISR) doctrine (contained in JP 2-01) by defining information collection as an activity that focuses on answering the commander's critical information requirements (see paragraph 1-3).

## CONCEPTS OF JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE

C-3. Joint ISR is an intelligence function, and its collections systems are intelligence assets and resources under the control of the J-2. This is different from Army information collection. Joint ISR does not include reconnaissance and surveillance units. Joint usage of reconnaissance and surveillance refers to the missions conducted by predominately airborne assets. Two key concepts impact how Army conducts joint ISR in the joint operations area: integration and interdependence.

## INTEGRATION

C-4. The Army uses integration to extend the principle of combined arms to operations conducted by two or more Service components. The combination of diverse joint force capabilities generates combat power more potent than the sum of its parts. This integration does not require joint command at all echelons; however, it does require joint interoperability at all echelons.

## INTERDEPENDENCE

C-5. The Army uses interdependence to govern joint operations and impact joint ISR activities. This interdependence is the purposeful reliance by one Service's forces on another Service's capabilities to maximize the complementary and reinforcing effects of both. Army forces operate as part of an interdependent joint force. Areas of interdependence that directly enhance Army information collection activities include—

- **Joint command and control.** Integrated capabilities that—
  - Gain information superiority through improved, fully synchronized, integrated ISR, knowledge management, and information management.
  - Share a common operational picture.
  - Improve the ability of joint force and Service component commanders to conduct operations.
- **Joint intelligence.** Integrated processes that—
  - Reduce unnecessary redundancies in collection asset tasking through integrated ISR.
  - Increase processing and analytic capability.
  - Facilitate collaborative analysis.
  - Provide global intelligence production and dissemination.
  - Provide intelligence products that enhance situational understanding by describing and assessing the operational environment.

C-6. Other Services also rely on Army forces to complement their capabilities, including intelligence support, detainee and prisoner of war operations, and others.

## **JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE DOCTRINE**

C-7. JP 2-01 governs joint ISR doctrine. The joint force headquarters in the theater of operations govern operational policies and procedures specific to that theater. Army personnel serving in joint commands must be knowledgeable of joint doctrine for ISR. Army personnel involved in joint operations must understand the joint operation planning process. The joint operation planning process focuses on the interaction between an organization's commander and staff and the commanders and staffs of the next higher and lower commands. The joint operation planning process continues throughout an operation.

C-8. Army and joint doctrine share many of the same terms and definitions; however, commanders and staffs must understand their use and differences. Examples include joint use of ISR and the Army's use of information collection, joint operations area instead of area of operations, and the joint operation planning process instead of the military decisionmaking process.

## **JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE RESOURCES**

C-9. When organic collection assets or other Army resources are not sufficient, the intelligence officer and operations officer need to understand how to access joint resources. The exact procedures vary in each operational theater. The joint force collection manager reviews all requests for joint ISR resources based on validated needs as established by the command's formal intelligence requirements.

C-10. One type of resource is a request for information. Subordinate Army commanders submit their requests for information through echelon channels. If the intermediate echelons cannot answer them, they are passed to the joint task force's (JTF's) request for information section for research and response. Once a request for information is returned without an answer, subordinate commanders can submit a request for joint ISR support to the joint intelligence operations center. The joint intelligence operations center apportions its assets or other resources from higher echelons against the requests it receives, in order of priority, as defined by the JTF commander. Requests that cannot be satisfied by assets controlled or apportioned by the JTF are translated into the national intelligence system for collection.

C-11. Another resource is air support. At echelons below Army Service component command, requests for joint ISR air support go through an air support operations center or similar organization. Units requesting joint ISR support must accurately write air support requests, and they must request the desired capability or effect, not the specific airframe. Air Force air liaison officers at that headquarters may assist in training Army personnel how to prepare air support requests; however, their primary duty is to advise the commander and staff.

C-12. Some resources are outside the theater. The mission may require joint ISR resources not organic to the theater or to the components of the subordinate joint force. Joint ISR resources are typically in high demand and requirements usually exceed platform capabilities or inventory. The joint force collection manager must ensure that all requests for additional joint ISR resources are based on validated needs as established by the command's formal intelligence requirements.

## **JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE PLANNING SYSTEMS**

C-13. Two joint ISR planning systems—the collection management mission application and the Planning Tool for Resource, Integration, Synchronization, and Management (PRISM)—help facilitate access to joint resources. In joint collection management operations, the collection manager, in coordination with the operations directorate, forwards collection requirements to the component commander exercising tactical control over the theater reconnaissance and surveillance assets. A mission tasking order goes to the unit selected to be responsible for the collection operation. At the selected unit, the mission manager makes the final choice of specific platforms, equipment, and personnel required for the collection operations based on operational considerations such as maintenance, schedules, training, and experience. The collection management mission application is used by the Air Force. It is a web-centric information systems architecture that incorporates existing programs sponsored by several commands, Services, and agencies. It also provides tools for recording, gathering, organizing, and tracking intelligence collection requirements for all disciplines. PRISM, a subsystem of collection management mission application, is a Web-based management and synchronization tool used to maximize the efficiency and effectiveness of theater operations. PRISM creates a collaborative environment for resource managers, collection managers, exploitation managers, and customers.

## **JOINT AIR PLANNING PROCESS**

C-14. Any joint ISR plan involving airborne assets or resources must consider the joint air planning process. The combatant commander's air component's air and space operations center controls the airspace in the area of responsibility and all air activity above the coordinating altitude determined by that commander. The air and space operations center must be informed of everything that is going to fly above the coordinating altitude. The air and space operations center also prioritizes joint ISR requirements for the assets that the Air Force component command controls and apportions. In a multinational headquarters, the air and space operations center is the combined air and space operations center.

C-15. Recent operations have demonstrated the value of having joint ISR liaison officers at Army organizational headquarters to help tactical commanders integrate theater ISR assets into their operations. These officers come from the air and space operations center, combined air and space operations center, or the Combined Forces Air Component Command. These liaison elements provide joint expertise and direct liaison with the combined air and space operations center. They also provide insight to the combined air and space operations center and related organizations into the operations they support.

## **JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE CONCEPT OF OPERATIONS**

C-16. The counterpart to the joint ISR plan is the joint ISR concept of operations, which is developed in conjunction with operational planning. The joint ISR concept of operations is based on the collection strategy and ISR execution planning, and is developed jointly by the joint force J-2 and J-3. The joint ISR concept of operations addresses how all available ISR assets and associated tasking, processing, exploitation, and dissemination infrastructure, to include multinational or coalition and commercial assets, are used to answer the joint force's intelligence requirements. It identifies asset shortfalls relative to the joint force's validated priority intelligence requirements (PIRs). It requires periodic evaluation of the capabilities and contributions of all available ISR assets in order to maximize their efficient utilization, and to ensure the timely release of allocated ISR resources when no longer needed by the joint force. JP 2-01 chapter 2 discusses the concept of operations in detail.

## NATIONAL INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE RESOURCES AND GUIDELINES

C-17. Within the context of the National Intelligence Priorities Framework, the concept of ISR operations may be used to justify requests for additional national ISR resources. National collection resources are leveraged against national priorities. Intelligence officers must remember that these assets are scarce and have a multitude of high-priority requirements.

### NATIONAL INTELLIGENCE SUPPORT TEAMS

C-18. National intelligence support teams (NISTs) are formed at the request of a deployed joint or combined task force commander. NISTs are comprised of intelligence and communications experts from Defense Intelligence Agency, Central Intelligence Agency, National Geospatial-Intelligence Agency, National Security Agency, and other agencies as required to support the specific needs of the joint force commander. Defense Intelligence Agency is the executive agent for all NIST operations. Once on station, the NIST supplies a steady stream of agency intelligence on local conditions and potential threats. The needs of the mission dictate size and composition of NISTs.

C-19. Depending on the situation, NIST personnel are most often sent to support corps- or division-level organizations. However, during recent operations in Operation Iraqi Freedom and Operation Enduring Freedom, national agencies placed personnel at the brigade combat team level in some cases.

### PLANNING AND REQUESTS FOR INFORMATION SYSTEMS

C-20. Several national databases and Intelink Web sites contain information applicable to the intelligence preparation to the battlefield process and national ISR planning. Commanders and their staff should review and evaluate those sites to determine the availability of current data, information, and intelligence products that might answer intelligence or information requirements.

- **Modernized integrated database** (known as MIDB) is accessible via Intelink and contains current, worldwide order-of-battle data organized by country, unit, facility, and equipment.
- **National Geospatial-Intelligence Agency's National Exploitation System** (known as NES) is accessible via Intelink. This site permits users to research the availability of imagery coverage over targets of interest and to access historical national imagery archives and imagery intelligence reports.
- **Country knowledge bases** and **crisis home pages** are maintained by many combatant command and joint force commands as Intelink Web sites containing the best and most up-to-date intelligence products available from the intelligence community.
- **Signals Intelligence On-Line Information System** (known as SOLIS) database contains current and historical finished signals intelligence products.
- **Secure analyst file environment** (known as SAFE) structured data files provide access to the following databases:
  - **Intelligence Report Index Summary File** (known as IRISA) contains index records and the full text of current and historical intelligence information reports.
  - **All-Source Document Index** (known as ASDIA) contains index records and abstracts for hardcopy all-source intelligence documents produced by Defense Intelligence Agency.
- **Human intelligence collection requirements** is a registry of all validated human intelligence requirements and tasking.
- **Modernized Defense Intelligence Threat Data System** (known as MDITDS) is a collection of analytic tools that support the retrieval and analysis of information and intelligence related to counterintelligence, indications and warning, and counterterrorism.
- **Community on-line intelligence system for end users and managers** (known as COLISEUM) is a database application which allows the user to identify and track the status of all validated crisis and noncrisis intelligence production requirements.

## REQUIREMENTS MANAGEMENT SYSTEM

C-21. The requirements management system provides the national and Department of Defense imagery communities with a uniform automated collection management system. The requirements management system manages intelligence requirements for the national and Department of Defense user community in support of the United States' imagery and geospatial information system. This system—managed by National Geospatial-Intelligence Agency—provides end-to-end management of national and strategic imagery collection, exploitation, and dissemination. It enables creation, review, and approval of imagery requests. It tasks requirements for collection, production, and exploitation of imagery to appropriate locations. The requirements management system determines satisfaction of imagery requests, can modify imagery requests based on input from other sources of intelligence, and provides analytical tools for users to exploit.

C-22. The generated messages of the requirements management system are dispatched for approval and subsequent collection and exploitation tasking. The system is central to current and future integrated imagery and geospatial information management architectures supporting national, military, and civil customers.

C-23. Nominations management services provide the coordination necessary to accept user requirements for new information. These services aggregate, assign, and prioritize these user requirements. Nominations management services also track requirement satisfaction from the users.

## NATIONAL SIGNALS INTELLIGENCE REQUIREMENTS PROCESS

C-24. The national signals intelligence requirements process (NSRP) is an integrated and responsive system of the policies, procedures, and technology used by the intelligence community to manage requests for national-level signals intelligence products and services. The NSRP replaced the previous system called the national signals intelligence requirement system.

C-25. The NSRP establishes an end-to-end crypto-logic mission management tracking system using information needs. Collectors of signals intelligence satisfy tactical through national-level consumer information needs based on NSRP guidance. The NSRP improves the consumer's ability to communicate with the collector by adding focus and creating a mechanism for accountability and feedback.

C-26. Information needs are used in NSRP to relay the collection requirements to signals intelligence collectors and systems. Users prioritize and classify information needs according to standardized time categories. Priorities for research information needs involve limited efforts and only exist for a set time using existing data (no new collection is required). Limited duration information needs require collection and production over a period of up to 90 days. Standing information needs require sustained collection over periods exceeding 90 days and up to 2 years.

C-27. Information needs are further prioritized based on how quickly the signals intelligence community must react to the request for collection by identifying—

- Routine information needs that require action in 30 or more days.
- Time sensitive information needs that require actions within 4 to 29 days after submission.
- Time critical information needs that require actions within the first three days after submission.

C-28. Requests for national signals intelligence collection must be sponsored at the national level, validated by the intelligence community, and prioritized among all the other competing requirements.

## GUIDELINES FOR ACCESSING NATIONAL RESOURCES FOR INFORMATION

C-29. Depending upon local procedures and systems available, the Army intelligence officer may use various means to submit a request for information. The guidelines below assist in accessing national-level resources to answer the request for information—

- Know the PIRs and identify gaps that exist in the intelligence database and products.
- Know what collection assets are available from supporting and supported forces.
- Understand the timeline for preplanned and dynamic collection requests for particular assets.

- Identify collection assets and dissemination systems that may help answer the commander's PIRs.
- Ensure liaison and coordination elements are aware of PIRs and timelines for satisfaction. Ensure PIRs are tied to specific operational decisions.
- During planning, identify collection requirements and any trained analyst augmentation required to support post-strike battle damage assessment or other analysis requirements.
- Plan for cueing to exploit collection platforms.

## JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE CONSIDERATIONS

C-30. Communication and cooperation with other agencies and organizations in the joint operations area can enhance ISR collection efforts, creating sources of information with insights not otherwise available. Commanders must understand the respective roles and capabilities of the civilian organizations in the joint operations area to coordinate most effectively. Civilian organizations have different organizational cultures and norms. Some organizations may work willingly with Army forces while others may not. Some organizations are particularly sensitive about being perceived as involved in intelligence operations with the military. Some considerations in obtaining the valuable information these organizations may have access to are—

- **Building a relationship**—this takes time, effort, and a willingness to schedule time to meet with individuals.
- **Patience**—it is best not to expect results quickly and to avoid the appearance of tasking other agencies to provide information.
- **Reciprocity**—U.S. forces often can provide assistance or support that facilitate cooperation.
- **Mutual interests**—other organizations may have the same interests as U.S. forces (such as increased security).
- **Trust**—it should be mutual. At a minimum, organizations trust U.S. forces will not abuse the relationship and that the information is provided in good faith.

C-31. Commanders cannot task civilian organizations to collect information. However, U.S. government intelligence or law enforcement agencies normally collect or have access to information as part of their operations. These organizations may benefit by mutual sharing of information, and can be an excellent resource. Provincial reconstruction teams, for example, work in cooperation with military efforts and can provide information that is important to the commander's lines of effort such as infrastructure, governance, economic development, and health care.

## JOINT INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE ORGANIZATION

C-32. The JTF is the primary organization for joint operations. If other nations are included, it is a combined JTF. The JTF is designed to perform missions of short duration with specific, limited objectives. The JTF draws units from theater components and may receive augmentation—units, intelligence capabilities, and communications—from outside the theater.

C-33. When Army forces operate under a JTF or combined JTF for unified action, several organizations in the joint intelligence architecture can assist lower echelons with their joint ISR and information collection plans. The J-2 headquarters of a typical JTF has a joint intelligence operations center. Within this center, the collection management and the request for information sections are useful to Army intelligence officers as they plan joint ISR operations. In some cases, the collection management and dissemination sections are combined by the J-2 into one section: collection management and dissemination. Chapter 2 of JP 3-33 discusses the organization of the typical joint task force staff.

C-34. Key joint organizations for joint ISR include—

- Joint intelligence support element.
- Air and space operations center or combined air and space operations center.



- Intergovernmental and nongovernmental organizations.
- Multinational operations.

### JOINT INTELLIGENCE SUPPORT ELEMENT

C-35. The joint intelligence support element may also be created to augment the J-2 element of the JTF. The collection management operations branch section within the joint intelligence support element is the interface where subordinate Army commanders receive support from the JTF. The collection management operations branch oversees the JTF's ISR activities. Dynamic re-tasking of joint resources must be coordinated with the joint intelligence support element collection management operations branch.

### AIR AND SPACE OPERATIONS CENTER OR COMBINED AIR AND SPACE OPERATIONS CENTER

C-36. Joint air planning products produced by the air and space operations center include the air tasking order, airspace control order, and special instructions. The air tasking order, airspace control order, and special instructions provide operational and tactical direction at the appropriate levels of detail. For aerial assets, these products are important for intelligence staffs as well as mission managers and operators (for example, unmanned aircraft system operators and aircraft pilots).

C-37. Army intelligence staffs coordinate with the air and space operations center through an Army unit called a battlefield coordination detachment. The battlefield coordination detachment is the Army Service component command's liaison at the air and space operations center. This detachment communicates the land component commander's issues to the air component commander. Aerial collection requests flow through the battlefield coordination detachment to the air and space operations center for consideration. (See ATTP 3-09.13 for more information on battlefield coordination detachment duties and responsibilities.)

C-38. The air and space operations center sends a liaison element to the air component command element to communicate the air component commander's issues to the land component commander.

### INTERGOVERNMENTAL AND NONGOVERNMENTAL ORGANIZATIONS

C-39. In addition to working with U.S. government agencies, unified action involves synchronizing joint or multinational military operations with activities of other government agencies, intergovernmental organizations, nongovernmental organizations, and contractors. These organizations may have significant access, specialized knowledge, or insight and understanding of the local situation because of the nature of what they do. These organizations vary widely in their purposes, interests, and ability or willingness to cooperate with the information-gathering activities of U.S. forces. It is often preferable to simply cultivate a relationship that enables the exchange of information without revealing specific requirements.

### MULTINATIONAL OPERATIONS

C-40. The Army uses the joint definition of *multinational operations*—a collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance (JP 3-16). Intensive coordination, training, and extensive liaison are important to effective multinational ISR operations.

C-41. In multinational operations, the JTF must share intelligence, as necessary, for mission accomplishment with foreign military forces and coordinate the exchange of intelligence liaisons with those forces. Command and control of ISR resources may remain essentially national or may be integrated into a combined command and control structure. There is no single intelligence doctrine for multinational operations. Each coalition or alliance must develop its own unique procedures. Refer to JP 2-01 for more information on the intelligence considerations for multinational operations.

C-42. Multinational force commanders establish a system that optimizes each nation's contributions. Managing assets from multinational partners requires close coordination and at times, maintenance support. U.S. forces often also provide technical assistance to share information and intelligence.

C-43. Early, concurrent planning is critical to the success of joint and multinational operations. Multinational ISR planning activities include, but are not limited to—

- **Developing requirements**—information regarding the threat and the environment that needs to be collected and processed to meet the intelligence requirements of the commander.
- **Developing indicators**—activity or lack of activity that confirms or denies the action or event specified in an intelligence requirement. Intelligence analysts develop indicators.
- **Developing the ISR plan**—which involves coordination between the collection manager and operations directorate.

C-44. U.S. personnel assigned to a multinational organization should be aware of, and remain sensitive to, cultural and religious differences among its members. In some instances, these differences may result in periods of increased vulnerability for the joint force or require scheduling changes for meetings or briefings.

C-45. In most multinational operations, U.S. forces share intelligence with foreign military forces and receive intelligence from those forces. Unique intelligence policy and criteria are tailored to each multinational operation. In some multinational operations or campaigns, existing international standardization agreements may provide a basis for establishing rules and policies for conducting joint intelligence operations. Since each multinational operation is unique, such agreements may have to be modified or amended based on the situation. Policy and procedures are tailored based on theater guidance and national policy as contained in DODD 5230.11. Staffs never disclose classified information automatically. Any disclosure must be consistent with U.S. national policy and U.S. military objectives, be done with security assurances in place, present a clearly defined U.S. advantage, and be limited to only necessary information.

# Glossary

The glossary lists acronyms and terms with Army, multi-Service, or joint definitions, and other selected terms. Where Army and joint definitions are different, (Army) follows the term. Terms for which FM 3-55 is the proponent (authority) manual are marked with an asterisk (\*). The proponent manual for other terms is listed in parentheses after the definition.

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>AO</b>	area of operations
<b>ATTP</b>	Army tactics, techniques, and procedures
<b>BCT</b>	brigade combat team
<b>BFSB</b>	battlefield surveillance brigade
<b>CAB</b>	combat aviation brigade
<b>CBRN</b>	chemical, biological, radiological, and nuclear
<b>CCIR</b>	commander's critical information requirement
<b>COA</b>	course of action
<b>COP</b>	common operational picture
<b>DA</b>	Department of the Army
<b>DCGS-A</b>	Distributed Common Ground System (Army)
<b>DODD</b>	Department of Defense directive
<b>DSCA</b>	defense support of civil authorities
<b>EEFI</b>	essential elements of friendly information
<b>FM</b>	field manual
<b>FRAGO</b>	fragmentary order
<b>G-2</b>	assistant chief of staff, intelligence
<b>G-2X</b>	assistant chief of staff, counterintelligence and human intelligence
<b>G-3</b>	assistant chief of staff, operations
<b>G-7</b>	assistant chief of staff, information operations
<b>G-9</b>	assistant chief of staff, civil affairs operations
<b>IPB</b>	intelligence preparation of the battlefield
<b>ISR</b>	intelligence, surveillance, and reconnaissance
<b>J-2</b>	intelligence directorate of a joint staff
<b>JP</b>	joint publication
<b>JTF</b>	joint task force
<b>LTIOV</b>	latest time information is of value
<b>MDMP</b>	military decisionmaking process
<b>MIB</b>	military intelligence brigade
<b>NAI</b>	named area of interest
<b>NIST</b>	national intelligence support team
<b>NSRP</b>	national signals intelligence requirements process
<b>OPORD</b>	operation order

<b>PIO</b>	public information officer
<b>PIR</b>	priority intelligence requirement
<b>PRISM</b>	Planning Tool for Resource, Integration, Synchronization, and Management
<b>S-2</b>	intelligence staff officer
<b>S-2X</b>	intelligence staff executive officer
<b>S-3</b>	operations staff officer
<b>S-7</b>	information operations staff officer
<b>S-9</b>	civil affairs operations staff officer
<b>SOP</b>	standard operating procedure
<b>TAI</b>	target area of interest
<b>TC</b>	training circular
<b>U.S.</b>	United States
<b>UAS</b>	unmanned aircraft system
<b>WARNO</b>	warning order

## SECTION II – TERMS

### **battle rhythm**

A deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations. (JP 3-33)

### **geospatial intelligence**

The exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. Geospatial intelligence consists of imagery, imagery intelligence, and geospatial information. (JP 2-03)

### **human intelligence**

A category of intelligence derived from information collected and provided by human sources. (JP 2-0)

### **\*information collection**

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

### **intelligence**

The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. (JP 2-0)

### **multinational operations**

A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 3-16)

### **reconnaissance**

Those operations undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographical or geographical characteristics and the indigenous population of a particular area. (FM 3-90)

### **running estimate**

The continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. (FM 5-0)

**site exploitation**

Systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution. (ATTP 3-90.15)

**surveillance**

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

**synchronization**

The arrangement of action in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 1-02)

**unified action**

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

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