



# Torchbearer National Security Report



Key Issues Relevant to



Actionable  
Intelligence



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# Preface

The United States is engaged in a war unlike any other in its history. This worldwide conflict directly challenges the U.S. homeland, requires constant engagement throughout the world, and threatens to last not just for years but for generations. It is a war in which information is the critical enabler for decisionmakers, commanders and Soldiers, not just for information's sake, but timely intelligence provided to the right person at the right place and at the right time. The focus is, and must continue to be, on the Army's most valuable asset and sensor—the Soldier.

The threat for the foreseeable future requires a dramatic improvement in intelligence capabilities because adversaries know that challenging the United States traditionally (directly) would be one of their least successful courses of action. They will focus, instead, on challenging the United States in the other three quadrants of the security environment: disruptive, catastrophic and, particularly, irregular. (See AUSA's Torchbearer National Security Report "The U.S. Army ... A Modular Force for the 21st Century," March 2005.)

Some of the emerging challenges, such as cyber warfare, weapons of mass destruction and transnational terrorism, are contemporary realities. Army Intelligence must focus on the challenges of this complex environment, including whether a society will support, counter or be neutral to U.S. operations. **The more a Soldier understands a society's cultural environment, the more that Soldier can contribute to successful operations.**

To defeat these more complex threats, the Army must transform its intelligence collection, analysis, reporting and dissemination capabilities to produce Actionable Intelligence.

Actionable Intelligence provides commanders and Soldiers a high level of shared situational understanding, delivered with the speed, accuracy and timeliness necessary to operate at their highest potential and conduct successful operations.

Actionable Intelligence consists of the following eight initiatives: Every Soldier is a Sensor (ES2), Human Intelligence (HUMINT) Revitalization, Tactical Overwatch, Distributed Common Ground System-Army (DCGS-A), Red Teaming, Information Dominance Center (IDC), Pantheon Project and Project Foundry.

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In addition to changing the Army's mindset and culture regarding the perception and collection of intelligence, Soldiers must be connected to a network (LandWarNet). **Army Intelligence must change the system from one of many vertical echelons to a single, integrated network, with relevant information accessible by all Soldiers.** The implementation of the Office of the Secretary of Defense's (OSD's) Joint Intelligence Operations Center (JIOC) concept is an excellent example of how the intelligence system will transform from "echelons and stovepipes" to a network.

Transforming Army Intelligence as described above will lead to Actionable Intelligence for commanders and Soldiers. Executed by the Chief of Army Intelligence (Deputy Chief of Staff, Army G2), the main thrust of Focus Area Actionable Intelligence is to provide greater intelligence capabilities now and to institutionalize a continuing improvement process using a spiral development approach. (As capabilities and concepts develop over time, after a certain point they are introduced into a system, upgrading and improving it. This process is normally not in a straight line but occurs in the form of a spiral, ensuring continuing improvement over time.) Thus, Actionable Intelligence provides commanders and Soldiers with the most timely and accurate intelligence with which to make decisions and take action. **It operationalizes the Army's intelligence system.**

This Torchbearer will address five of the eight initiatives of Actionable Intelligence. It will begin, however, with an overview of the JIOC as this concept highlights how the transforming intelligence system leverages and empowers the Army's Modular Force and, most important, its Soldiers.

All three back-cover photos—the Bamyán caves in Afghanistan (upper left) and the An Najaf cemetery (center) and a date palm grove (lower left), both in Iraq—are examples of complex terrain.



## Joint Intelligence Operations Center

The Joint Intelligence Operations Center (JIOC) concept implements the Department of Defense's vision of operationalizing intelligence, evolving intelligence from merely a staff function to an operational imperative. It incorporates the functions of the joint intelligence centers with the capability to direct and execute collection operations by all service components to support future combat operations. The JIOC facilitates the simultaneous sharing and collaboration of intelligence at all levels for all users by:

- consolidating and flattening (eliminating the echelons of) intelligence and operations networks;
- integrating sensors at all levels;
- expanding accesses and adding analytical and visualization tools, e.g., Sensitive Compartmented Information (SCI) intelligence at Brigade Combat Team and battalion level, or data mining through multiple databases; and
- training Soldiers to leverage these capabilities.



By providing the technology to assist in agile collection and cross-cueing (the use of one intelligence system to task another) of theater and national sensors, Soldiers at all levels will have access to Actionable Intelligence. The JIOC allows for the interoperability of theater- and national-level airborne assets, as well as for interface with new technology such as the Biometric Automated Toolset (BAT).

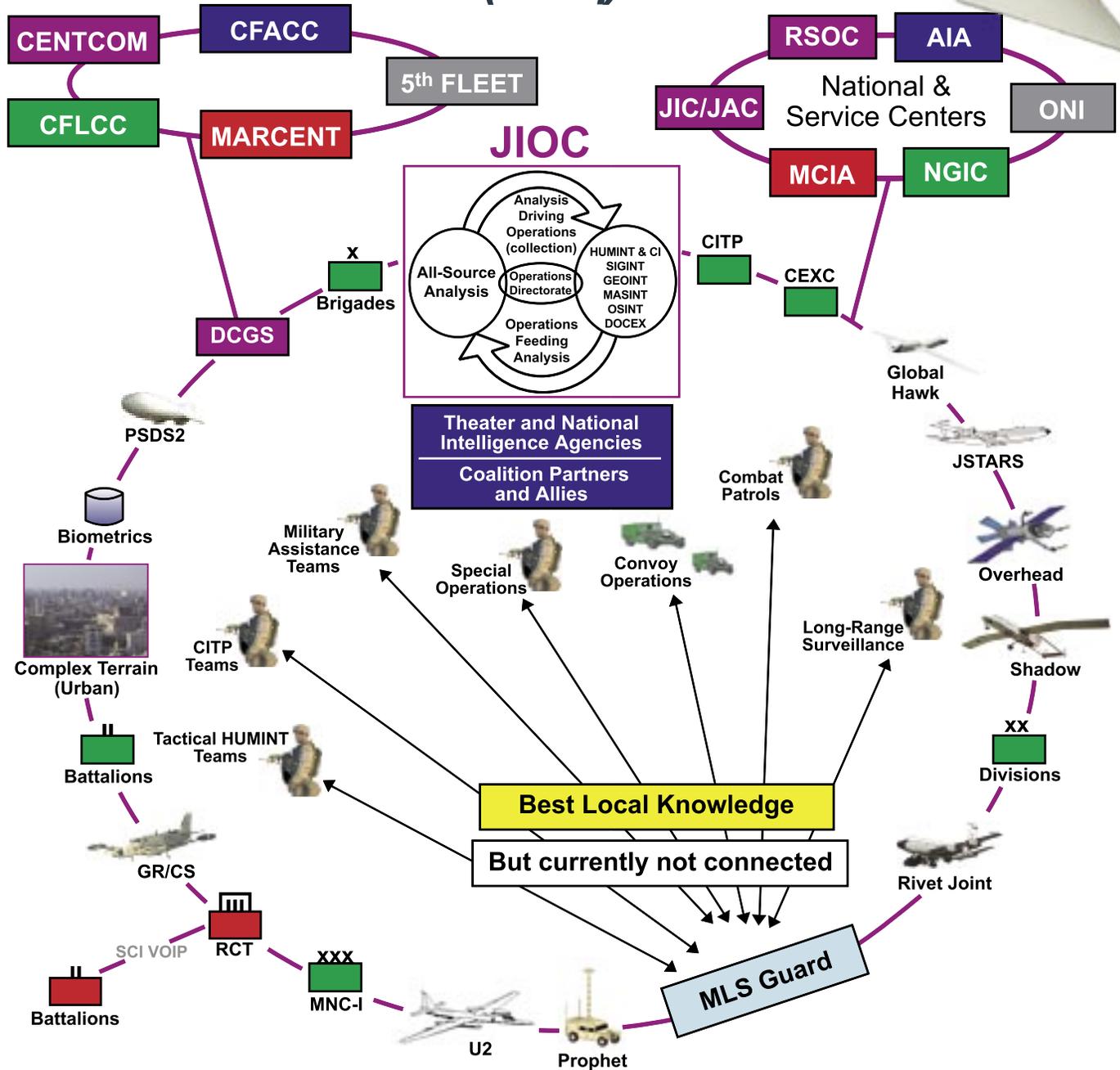
Essential to the JIOC's success will be the educational changes required of the Army. Cultural awareness and foreign language skills must become part of Soldiers' skill sets. This will enhance the information they report to the network and facilitate analysis at higher levels. This analysis must subsequently focus on political, economic, social and cultural information and how those factors apply as part of the intelligence preparation for current and future operations.

The implementation of the JIOC gives an increasingly powerful, irregular advantage to warfighters. The Army is fielding handheld devices to tactical Human Intelligence (HUMINT) teams, combat patrols and other Soldiers to greatly enhance situational awareness and facilitate the maneuver of coalition forces to conduct counterinsurgency operations. The JIOC allows Soldiers using handheld devices to receive and maintain situational awareness, immediately accessing Actionable Intelligence critical to current and future operations. The Soldier will now be connected to the intelligence network for direct support.

The JIOC enables the Soldier as a Sensor to become fully integrated within a tasking and reporting system that leverages novel technological solutions to support cross-cueing. HUMINT information may provide a timely tip-off for other intelligence disciplines or a critical piece of Actionable Intelligence for the combat commander. HUMINT collectors and their information products will also be part of a horizontally and vertically integrated system, so **information can be exploited at all operational levels—from the individual Soldier through the national level.** This HUMINT data may be analyzed in real-time with Signals and Imagery Intelligence (SIGINT and IMINT), giving U.S. Soldiers the best possible intelligence support. The JIOC dramatically changes the intelligence force structure by the collaboration of analysts and collectors and by connecting the Soldier to LandWarNet (thus adding more intelligence sensors). The JIOC's synergy will give the right intelligence to the right players at the right time, thus achieving a primary focus of Actionable Intelligence.



# JIOC Concept (for Iraq)



JIOC Acronyms	
AIA = Air Intelligence Agency	JIOC = Joint Intelligence Operations Center
CENTCOM = Central Command	JSTARS = Joint Surveillance Target Attack Radar System
CEXC = Combined Explosives Exploitation Cell	MARCENT = Marine Forces Central Command
CFACC = Combined Forces Air Component Command	MASINT = Measurement and Signatures Intelligence
CFLCC = Combined Forces Land Component Command	MCIA = Marine Corps Intelligence Activity
CI = Counterintelligence	MNC-I = Multi-National Corps-Iraq
CITEP = Counter-IED (Improvised Explosive Device) Targeting Program	MLS = Multi-Level Security
DCGS = Distributed Command Ground System	NGIC = National Ground Intelligence Center
DOCEX = Document Exploitation	ONI = Office of Naval Intelligence
GEOINT = Geospatial Intelligence	OSINT = Open Source Intelligence
GR/CS = GuardRail/Common Sensor	PSDS2 = Persistent Surveillance & Detection System of Systems
HUMINT = Human Intelligence	RCT = Regimental Combat Team (Marine Unit)
JIC/JAC = Joint Intelligence Center/Joint Analysis Center	RSOC = Regional SIGINT Operations Center
	SCI VOIP = Sensitive Compartmented Information, Voice Over Internet Protocol
	SIGINT = Signals Intelligence



## ES2: Every Soldier is a Sensor

*Everyone is an intelligence officer—that's sort of our theme. If you're talking about a paradigm shift, this is it: You have to see everyone you come in contact with as having intelligence value.*

MAJ Michael S. Patton, Operations Officer  
4-27 Field Artillery Battalion, Baghdad  
*The Washington Post*, 5 November 2003

The individual Soldier is the most capable, sophisticated collector of intelligence in today's Army. To fully harness this capability, the Army must ensure "Every Soldier is a Sensor" (ES2). One impetus for the Army's emphasis on the Warrior Ethos is the recognition that "rear areas" no longer exist. Just as all Soldiers must be prepared to fight as infantry, they must also serve as intelligence collectors. In Iraq and Afghanistan, Soldiers are immersed in a dynamic operating environment. Every day, in the towns, cities and countryside, Soldiers talk to inhabitants and observe more relevant information than all the combined technical intelligence sensors can collect. Soldiers also differ from other collection

The threat faced in the Global War on Terrorism (GWOT), however, confronts U.S. forces across the security environment, focusing on the irregular, disruptive and catastrophic. As a result of this evolving threat, the Army must identify and destroy high-value targets using its technological and human ability to collect intelligence on any adversary worldwide. This capability must constantly improve as technology and access allow, providing a significant advantage during all phases of conflict.

It is, however, only one step in the process of achieving information dominance. The Army must also train, integrate and maximize the best overall battlefield sensor and reporter at the tactical level—the Soldier.

The U.S. Army Training and Doctrine Command (TRADOC) Combined Arms Center (CAC) defines ES2 as:

- Soldiers trained to actively observe details related to Commanders' Critical Information Requirements (CCIR) in an area of operations and competent in reporting their experience, perception and judgment in a concise, accurate manner; and,
- leaders who understand how to optimize the collection, processing and dissemination of information in their organization to enable the generation of timely intelligence.

The Army must also improve the laborious intelligence processes and systems currently in use. These processes are based on Cold War concepts, when intelligence relied on mostly technical collection, done only by intelligence personnel because of complex access, structures and processes. Today, intelligence is everyone's business and responsibility. Leaders must understand that intelligence is integrated with operations, and commanders must fight for



systems in that they interact with the populace. Clearly, Soldiers are exposed to information that would be of significant value if collected, processed and integrated into a Common Operating Picture; hence, the concept of "Every Soldier is a Sensor."

The Cold War threat consisted of conventional and mechanized forces designed to confront the United States and its allies traditionally (directly). The Army depended on sensors to look deep and destroy enemy high-value targets.



knowledge rather than wait for intelligence from higher echelons.

ES2 trains Soldiers and leaders to see intelligence development as everyone’s responsibility. All must fight for knowledge to gain and maintain greater situational understanding. At the heart of the concept is the art of combat (tactical) collection: leaders directing and maximizing the collection of combat intelligence by patrols, and Soldiers understanding their vital role as collectors of combat information. The entire Army must embrace the culture and mind-set that “Every Soldier is a Sensor.” This cultural change will be accomplished via doctrine, training, education, leader development and greater integration of intelligence and operations.

Commanders must understand the vast potential of their Soldiers as sensors on the battlefield and make them a significant part of the Battlefield Surveillance plan. Soldiers must become highly conscious, trained observers and reporters—and they must understand the value of reporting their experiences, perceptions and judgments. Furthermore, a network that supports the ability to rapidly report and receive current intelligence updates is essential to the success of this concept.

ES2 comprises the following components:

- a. Changing the mind-set and culture of both leaders and Soldiers. At all levels the Army will:
  - train leaders to fight for knowledge with integrated intelligence and operations. By fighting for knowledge, the unit, leaders and Soldiers increase their understanding of the environment, thereby enhancing operational success. Leaders must also achieve a high level of comfort and familiarity with their intelligence and the systems that provide that intelligence.
  - train all Soldiers to develop and exploit tactical situational awareness, enabled by technology and the network but fully realized only via training and experience. Situational awareness should become almost a sixth sense, analogous to the “cop on the beat” who notices subtle

differences in the environment and understands their implications. Toward this end, the Army is pursuing the Intelligence Weaponeer (Every Soldier is a Sensor Simulator—ES3) to help Soldiers hone their skills in observing, understanding and reporting, much as a traditional weaponeer sharpens marksmanship.

- b. A network that integrates the Soldier into the overall intelligence framework via the Joint Intelligence Operations Center (JIOC). Individual Soldiers must be able to report digitally in real-time instead of waiting for a debriefing several hours after a patrol is completed. Connecting the Soldier to the JIOC will provide better situational awareness: vertical and horizontal movement of information from and to the Soldier, making all Soldiers better informed and thus more effective collectors. The ability to instantaneously share information will allow Soldiers and leaders to accelerate their reaction to a situation and will ultimately enable them to anticipate situations.



- c. Rapid fielding of new tools to the Soldier level. One component of the Force XXI Battle Command Brigade and Below (FBCB2) system is a small, handheld personal digital assistant that makes reporting quick and simple. FBCB2 allows Soldiers to digitize reports at the point of origin into a format that can be integrated at all levels. While technology will impact the future of the United States Army, its success will continue to be determined by its most important asset, weapon and sensor—the Soldier.

*When an aircraft overflies hostile territory, the pilot receives real-time reporting of threat radars. Why should it be any different for our Soldiers? We should provide them information on their Area of Operations in real time and not accept latency.*

LTG Keith B. Alexander, Army G2



## Human Intelligence Revitalization

Human Intelligence Revitalization

The Army's experiences in the Balkans, Somalia, Afghanistan and Iraq continue to demonstrate the criticality of Human Intelligence (HUMINT) that is responsive to the combatant commander. The "high tech" Army remains engaged against nontraditional adversaries who cannot match its combat power. These adversaries, however, are able to engage the Army across the spectrum of the security and operational environments using unsophisticated, yet effective, human-based techniques, augmented with elements of today's technology. Cold War paradigms developed for operations conducted during peace and war do not adequately address



force is now transforming into a full-spectrum HUMINT collection system, strengthened by an intrinsic understanding of culturally complex environments. This understanding enables the HUMINT system to support friendly force operations more effectively without inadvertently strengthening adversaries' position. Army HUMINT is aggressively pursuing intelligence collection, while its counterintelligence force is preventing the enemy from collecting against the Army.

The HUMINT Soldier, once trained only as an interrogator, is being transformed into a full-spectrum HUMINT Collection Operator, equipped with the skill sets and technical capabilities required to operate in today's and tomorrow's hostile

the current and future complex environments in which the Army will be operating. Tactical and operational levels of war regularly take on strategic importance. Information is the key to waging this battle successfully, and to this end, HUMINT sources are critical.

Army Intelligence is undergoing a major transformation to address this emerging, nontraditional threat as well as other future threats. **From the human intelligence perspective, what was once a predominantly counterintelligence (CI)**





environment. The HUMINT collector will engage in the full range of HUMINT operations, including:

- conducting human source operations (low-level source operations through CI/force protection) that employ a variety of HUMINT techniques;
- interrogating noncooperative sources;
- debriefing cooperative sources;
- exploiting documents, hardware, and other media exploitation (Document and Media Exploitation, or DOMEX).

HUMINT collection is a decisive force-multiplier because it provides valuable insight into the conduct and intentions of enemy operations. As a result, HUMINT supports the development of proactive solutions by the commander's staff. By leveraging the basic observation and reporting skills of all Soldiers via Every Soldier is a Sensor (ES2) with the advanced collection capabilities of HUMINT Soldiers, commanders have significantly improved situational awareness.

To this end, the HUMINT collection system is employing new technologies such as the Biometric Automated Toolset (BAT) and the combat version of the personal digital assistant (PDA) in the conduct of operations. HUMINT Soldiers will use the BAT to identify and track adversaries and persons of interest. HUMINT collectors will use the PDA for reporting information into the HUMINT collection system at the point of origin (vice waiting to return to safe haven) and to the supported commander's HUMINT staff. Both



systems will connect the HUMINT Soldier to the Joint Intelligence Operations Center (JIOC).

HUMINT Soldiers are receiving training emphasizing the need to adapt their collection to changing situations and environments. This enhanced training, coupled with the innovative technological advancements of BAT and PDA, will result in a HUMINT collection system that has a significantly enhanced capability to conduct operations in both permissive environments (similar to today's Western Europe and Bosnia) and nonpermissive environments (similar to today's Iraq).

**The HUMINT force will not be kept in reserve.** It will actively conduct collection operations in overseas theaters of operation and at home station. The HUMINT collector will be fully integrated into a tasking and reporting subsystem within the Army's HUMINT collection system, leveraging new technological solutions to support cross-cueing (the use of one intelligence system to task another) of other intelligence disciplines. This will result in HUMINT collectors and their information products being part of a horizontally and vertically integrated system so information can be exploited by all operational levels. Through the JIOC, collectors at the tactical level (the Brigade Combat Team and below) will be linked to theater and national assets to ensure that Army collection assets are always decisively engaged in support of current and future combat operations. HUMINT information will provide timely tip-off for other intelligence disciplines, providing that critical piece of Actionable Intelligence for the combat commander and the Soldier.



## Tactical Overwatch

Tactical Overwatch

Tactical Overwatch represents a realignment of intelligence expertise to support the tactical force with the full range of operational, joint and national capabilities. Because the focus of Army Future Force operations will be at the Brigade Combat Team (BCT) and battalion levels, Tactical Overwatch enables Army Intelligence to adapt its capabilities to support those units throughout the range of military operations, but especially when those units are on the move and intelligence assets are unavailable.

The Tactical Overwatch concept creates discrete, standing teams of high-level fusion analysis (the synthesis of multiple intelligence sources and disciplines), collection management



Tactical Overwatch, then, is a mission activity in which regionally, environmentally and operationally responsive intelligence capabilities are consistently focused on the BCT and battalion knowledge challenge.

Tactical Overwatch will provide sustained global awareness achieved through the conduct of 24/7, real-world intelligence operations. The benefits of sustained, real-world engagement are significant; it

- prevents tactical force “cold starts” or intelligence gaps;
- ensures the overwatching team understands how to leverage those joint, interagency and multinational intelligence capabilities via the JIOC in direct support of the tactical force; and

and targeting expertise, culturally aligned to the region and/or environment in which the maneuver force operates. The Joint Intelligence Operations Center (JIOC) concept will greatly facilitate Tactical Overwatch because it creates the technological ability and organizational facility to share intelligence from the national level to the Soldier. The core foundations of Tactical Overwatch are:

- cultural expertise to the supported brigade or battalion;
- direct operational responsiveness to the supported force; and
- anticipation of supported force requirements.





- enables the rapid buildup of operationally relevant knowledge to meet global deployment timelines.

In short, the only way to meet BCT and battalion knowledge requirements is to provide Tactical Overwatch from a wide variety of intelligence capabilities placed in temporary direct support. The Overwatch concept is essentially the “spotlighting” of selected tactical forces with the full power of theater, joint and national intelligence.

Theater intelligence brigades execute the Tactical Overwatch mission. These brigades are centers of analytic and intelligence management expertise, optimally enabled by their connectivity forward to BCTs and battalions, laterally with



other tactically focused analytic centers, and upward/rearward with the full range of joint, interagency and multinational intelligence capabilities. Tactical Overwatch teams, organic to and enabled by their relationship to the theater military intelligence (MI) brigade, operate in response to the intelligence requirements of the tactically engaged force.



At its essence, Tactical Overwatch is a dedicated, focused intelligence effort to provide enhanced situational awareness, fusion analysis, targeting, cueing and early warning support to operationally engaged tactical forces. It will be conducted by distinct, standing teams established for this mission within each theater MI brigade. When organic intelligence assets are not available, Tactical Overwatch is what tactical forces demand. Tactical Overwatch provides Actionable Intelligence.

**Tactical Overwatch:  
“Spotlighting” of selected tactical forces with the full power  
of theater, joint and national intelligence.**



## Distributed Common Ground System-Army

Distributed Common Ground System-Army

The Distributed Common Ground System-Army (DCGS-A) is the Army's centerpiece of the future joint DCGS intelligence framework that will integrate and fuse (the synthesis of multiple intelligence sources and disciplines) intelligence at all levels from the Brigade Combat Team (BCT) to the national level. It is developing into a worldwide web-based intelligence services **architecture** accessible via a computer workstation. One of the lessons learned from Operations Iraqi Freedom (OIF) and Enduring

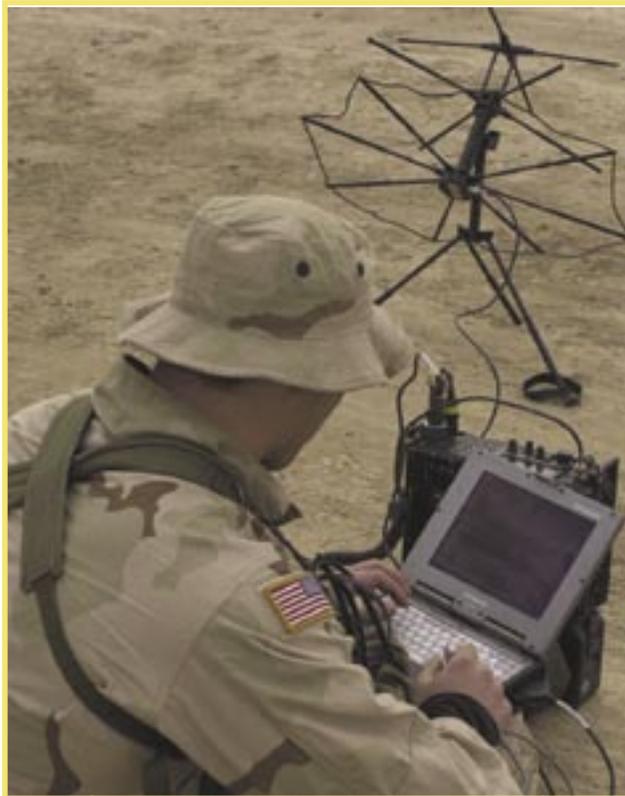
Using a spiral development approach, new capabilities are integrated into the system immediately as they are developed. This allows off-the-shelf improvements such as the ability to fuse intelligence automatically, to enhance capabilities now rather than waiting years between comprehensive improvements. Full DCGS-A implementation is scheduled for 2008. DCGS-A provides modular and tailorable capabilities in three configurations—Fixed, Mobile and Embedded:



- Fixed (located in the United States or in theater) – Day-to-day intelligence planning in collection, processing and production to enable information superiority during all phases of operations.
- Mobile (located at any operational or tactical level) – Deployable modular intelligence force package, tailorable and aligned to the mission. Mobile has a Tactical Overwatch capability (via fixed DCGS-A) with forward-deployed sensors and warfighters. Mobile operates “on the move” at BCT/battalion level.
- Embedded (located as part of each combat system) – Software-based capabilities on Future Combat Systems (FCS) and other tactical and operational systems, providing common tools for Intelligence, Surveillance and Reconnaissance (ISR) tasking, collaboration and visualization in units.

Freedom (OEF) is the requirement to rapidly move intelligence and information across the battlefield. **A network-centric environment, based on DCGS-A and the Joint Intelligence Operations Center (JIOC), is key for the production of Actionable Intelligence.** Together they provide an integration and fusion framework linking Actionable Intelligence to the warfighter.

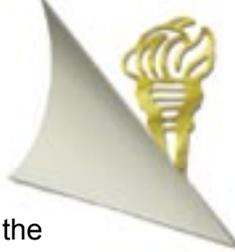
DCGS-A will provide the Intelligence Running Estimate (IRE—a periodically updated enemy situation) that will feed into the Common Operational Picture (COP). The COP is maintained by the commander's operations staff. The IRE will include the Red (Threat) and Gray (Geography, Environment, Neutral Forces and Infrastructure) picture. When combined with the Blue (Friendly Forces) picture from the COP, the IRE will provide the commander situational awareness, enabling an understanding of the operational environment. As a result, **DCGS-A**



**will allow the commander's intelligence staff to make a predictive assessment of the current situation and the enemy's probable intentions.**

Ultimately, DCGS-A will fuse and integrate data from all collectors (to include nonmilitary intelligence collectors) and sources, including national-level, Army and the JIOC. In return, the JIOC will integrate all operational and intelligence activities from the DCGS-A and other sources and platforms into one network, allowing analytical collaboration and access to a single database across echelons.

Soldiers, using personal digital assistants, will receive time-sensitive alerts from the DCGS-A system relative to their current operations. They will also be capable of reporting their current situation, and any other pertinent information, into the system. Since Soldiers have the best local knowledge of the current situation, and the joint, theater and national levels have the best global knowledge, each level will benefit from the others' input and assessments.



The JIOC, using DCGS-A, will provide solutions to intelligence problems by exploiting intelligence, adjudicating policy and removing the technical filters that inhibit rapid situational awareness to the operational and the tactical Soldier. The JIOC empowers real-time collaboration of intelligence and operations among national to tactical commands using enhanced infrastructure and advanced software tools over expanded networks. The DCGS-A and JIOC fusion capabilities will enable rapid sharing and exchange of data, video and graphics down to and up from the Soldier level, thus reducing the latency that currently exists between the receipt of intelligence and the pace of operations.

Another aspect of the DCGS-A network-centric environment is the ability to move data. Surveillance and reconnaissance operations will be continuous, with the resulting information and intelligence digitized and processed at or near the point of origin, but moving across all echelons using current network capabilities (LandWarNet). This network of shared collection, reporting and fused analysis will be the backbone of Actionable Intelligence.

DCGS-A is a single, integrated intelligence workstation composed of joint common components (hardware and software) operating in a secure, distributed and collaborative environment. DCGS-A uses software that is interoperable with joint and national sensors, other information sources, all battlefield functions and the Department of Defense DCGS Family of Systems. DCGS-A emphasizes the retrieval of information from multiple databases at multiple locations, improving data access, reducing equipment in theater and increasing interoperability among analysts, collectors and intelligence consumers. It supports the commander's ability to execute battle command, synchronize fires and effects, rapidly shift battle focus, achieve situational understanding and protect the force. It will serve as the principal system providing a COP for Soldiers and commanders across the battlespace. DCGS-A is the necessary precursor that will enable Tactical Overwatch and, ultimately, the center of gravity for Actionable Intelligence.



## Red Teaming

### Red Teaming

U.S. military forces are confronted with an operational environment characterized by rapid change, adaptive adversaries and protracted campaigns that defy the past as a reliable predictor of current or future events. Cultural dynamics are playing an increasingly significant role on the global stage, not only in confrontations with adversaries but also when building and maintaining coalitions with partners.

Despite numerous indicators, even seasoned analysts found it difficult to imagine a terrorist attack of the magnitude of that of 11 September 2001. Unfortunately, many of the nation's assessments had been mistakenly based on U.S. culture, values and reasoning. Contemporary challenges and long-term objectives dictate a much deeper understanding of how U.S. adversaries and partners think—beyond cultural sensitivity to the idea of cultural apperception. Uniquely suited to providing this understanding is a process commonly referred to as “Red Teaming.”



Red Teaming is neither new nor unique; forms of it have been executed throughout history, and numerous government and industry versions of it are being applied today. Unfortunately, **there exists no common Red Teaming doctrine, methodology or framework for lessons learned.** Furthermore, **no formal education**

**or training is available to institutionalize the capability.** As a result, modern Red Teaming efforts are largely ad hoc and less than fully effective.

When applied at its full potential, Red Teaming is more than simple emulation of the adversary. Instead, **it involves continuous analysis of the operational environment, the threat and the cultural implications of military operations, asking different questions and offering different perspectives.** The U.S. Army Training and Doctrine Command (TRADOC) defines Red Teaming as a structured and iterative process executed by trained, educated and practiced team members with access to relevant subject matter expertise. Red Teaming provides decisionmakers an independent and unbiased capability to challenge concepts, plans and operations in the context of the operational environment and from U.S. partners' and adversaries' perspectives. As a result, the commander and staff will be better able to develop an effects-based operational framework that considers the 2nd and 3rd order effects of military operations, such as the implications of diplomatic and economic elements of national power.

Although dependent on information and intelligence, Red Teaming is a command function that is focused on improving decisionmaking at all levels. It is based on the premise that competitive advantage occurs not only as a result of timely and accurate intelligence but also from diverse perspectives on information gained from operational experience, intuition, reasoning and analytical skills. Red Team members must be trained in critical analysis, Western and non-Western military theory, cultural anthropology and cross-cultural communications. Moreover, the complexity of today's contingencies demands ready access to a reachback mechanism to obtain relevant subject matter expertise. (In this case, reachback is the ability to connect



electronically to any point, accessing that data and expertise.)

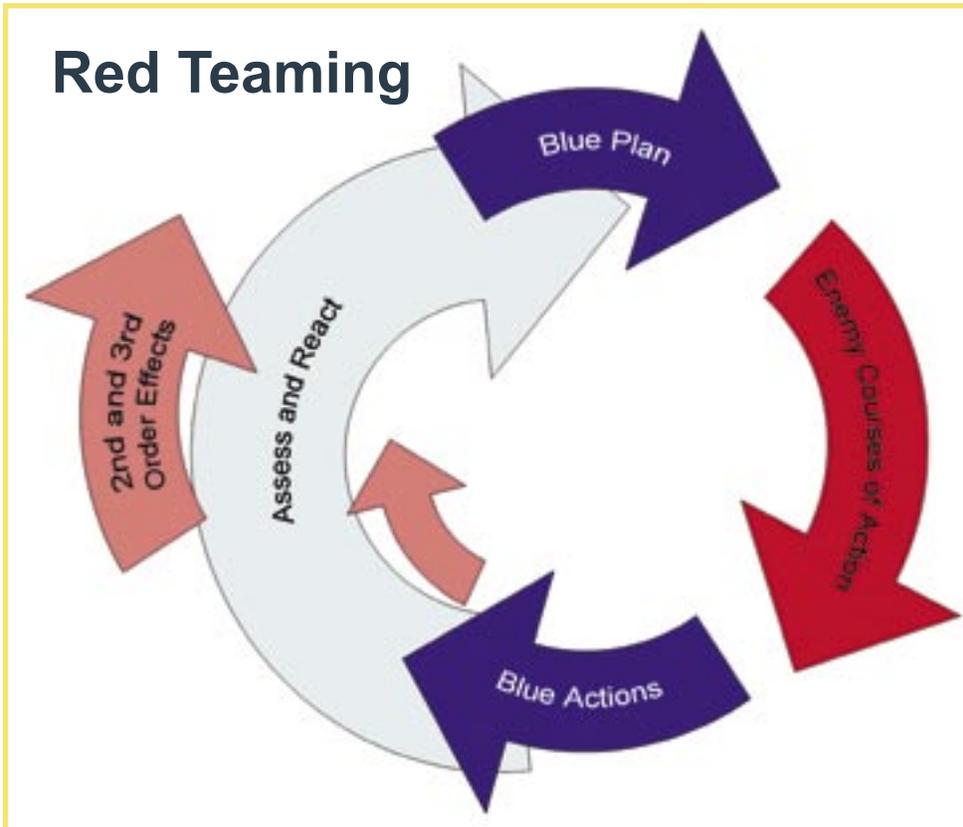
TRADOC recently established the University of Foreign Military and Cultural Studies (UFMCS) at Fort Leavenworth, Kansas to provide the education, training and practical experience foundation to enable a force-wide Red Teaming capability. A Fiscal Year 2006 pilot program is being developed to educate Red Team leaders and train a broad cadre of Red Team practitioners to facilitate reachback operations. The pilot concept involves two 18-week courses designed to educate military officers as Red Team leaders. Two-week seminars will train Red Team practitioners chosen from academia, industry and other government agencies.

Red Teams will support the modular force with an organic core Red Team at Brigade

Combat Team level and at the Unit of Employment tactical and operational levels. They will have access to relevant expertise via reachback to trained Red Team practitioners. Red Teams will also be assigned to the U.S. Army Intelligence and Security Command (INSCOM) theater intelligence brigades and groups (TIBs/TIGs) under the operational control of theater army commanders. In addition to UFMCS, a globally focused Red Team Center of Excellence will be located at the 902nd Military Intelligence Group, Fort Meade, Maryland. These capabilities will be available to support operational Red Teams with access to regional and cultural expertise.

In summary, institutional Red Teaming will improve plans and decisions while mitigating

operational risk. With a broad set of skills and processes, coupled with access to subject matter expertise, Red Team efforts will optimize intelligence and operations planning efforts. Virtually every action will be Red Teamed as an integral part of the planning and decision-making process. Red Teaming will greatly assist Soldiers, staffs and commanders in identifying those additional cultural, operational and environmental factors ultimately contributing to the production of Actionable Intelligence.



**Red Teaming**

**involves continuous analysis of the operational environment, the threat and the cultural implications of military operations, asking different questions and offering different perspectives.**



## Torchbearer Message

The focus of Intelligence Transformation is providing optimized intelligence support to the one who needs the information the most—the Soldier. While the lines among the tactical, operational and strategic levels are blurring, Actionable Intelligence will make it possible for U.S. and coalition forces to prevail at all three levels simultaneously. A network-centric approach will enable this synergy. This change will occur primarily through manning, structural and systems improvements in the Army Modular Force, and the improved capabilities and processes—the Joint Intelligence Operations Center (JIOC) concept—the Intelligence Community brings to the fight as a vertical and horizontal enabler.

This dynamic operating environment features new technologies, nontraditional missions and unconventional, elusive adversaries requiring radically different operating capabilities, tactics, techniques and procedures. HUMINT Revitalization, Red Teaming and Tactical Overwatch will lead to improved regional expertise, improving U.S. ability to defeat the variety of threats across the spectrum of the current security environment. This expertise will also lead to cultural understanding, allowing Army Intelligence to focus on persuading those who would support U.S. operations to do so, dissuading those who would counter U.S. operations, and keeping those who are neutral from becoming hostile. These are only some of the unique nuances of the complex environment in which the Army fights.

**Successful transformation requires a close partnership with the Joint Team.** Evolution in sensing, fusion and analysis will solidify the foundation of the Army's ability to conduct knowledge-based operations, establishing the JIOC and its framework, DCGS-A. The emphasis is on addressing current operational mission requirements without sacrificing

technological overmatch. Technology spiral insertions will continue to improve intelligence capabilities. At its very core, however, intelligence analysis remains a human endeavor. **Technology creates possibilities; humans turn possibilities into realities.**

Army Intelligence is changing in all aspects to adapt faster than U.S. adversaries. Information Age processes will allow the nation to exploit the vast amounts of information available today, providing dominant capabilities in all environments, over any and all adversaries. This will dramatically improve commanders' and Soldiers' understanding of the battlespace. The Soldier, whether intelligence analyst or operator, will interface directly and in near real-time with the information required for current operations. The process of ingraining the concept of "Every Soldier is a Sensor" within the Army has begun. Tactical commanders nearest to the fight will leverage modular, tailored packages to develop intelligence while being supported by a network of analytic centers providing overwatch.

The success of Actionable Intelligence will be judged by Soldiers' ability to operate more efficiently, with greater situational awareness and therefore greater confidence, succeeding in an environment very different from that of the recent past. Against an adaptive enemy, the Army will apply its own irregular advantages of advanced technology, precision fires and pervasive presence, prevailing against transnational terrorism, suicide bombers and other homeland threats operating in the complex terrain of urban and nonlinear battlefields. Actionable Intelligence will be key to defeating this array of traditional, irregular, catastrophic and disruptive methods and capabilities threatening the nation.

### Actionable Intelligence

**provides commanders and Soldiers a high level of shared situational understanding, delivered with the speed, accuracy and timeliness necessary to operate at their highest potential and conduct successful operations.**

**The JIOC is the organization and architecture we've needed from the start for the Joint and Coalition Intelligence system in Iraq. The ability to network all our sensors and provide every unit better access to all reporting can revolutionize the way we view the battlefield.**

***General John P. Abizaid, Commander, U.S. Central Command, 1 April 2005***



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