



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, we 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 our combined technical intelligence sensors can collect. Soldiers also differ from other collection 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."



Photos by PFC James Mercado, A Co, 1-23 Infantry Bn, 3d Bde, 2ID Stryker

The Cold War threat consisted of conventional and mechanized forces designed to confront the United States and its allies symmetrically. The Army depended on sensors to look deep and destroy enemy high-value targets. The threat faced in the Global War on Terrorism (GWOT), however, confronts our forces asymmetrically. As a result of this

evolving threat, the Army must identify and destroy high-value targets using its technological ability to collect intelligence on any adversary worldwide. This capability must constantly improve as technology allows, 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 knowledge rather than wait for intelligence from higher echelons.

ES2 trains Soldiers and leaders to see intelligence development as everyone's responsibility. All must

more . . .



ES2: Every Soldier is a Sensor (continued)

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 Reconnaissance, Surveillance and Target Acquisition (RSTA) 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. Change in 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, which will help Soldiers hone their

skills in observing, understanding and reporting, much as our traditional weaponeer sharpens marksmanship.

- b. A network that integrates the Soldier into the overall intelligence framework.** Individual Soldiers must be able to report digitally in real time instead of waiting for a debrief several hours after a patrol is completed. This network will provide better situational awareness to our Soldiers:



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 G-2