Key Issues Relevant to

Army Intelligence Transformation

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Since 2001, combat operations in Afghanistan and Iraq have clearly demonstrated the critical need for increased military intelligence (MI) capabilities within the Army’s brigade combat teams (BCTs) and maneuver battalions (BNs). Commanders at the tactical level must understand, decide, act and react in near real time to capitalize on fleeting opportunities, achieve intended effects and mitigate risk. Successful use of information can be accomplished only through aggressive teaming between operations and intelligence, a shared common operating picture of the battlefield, and effective employment of organic and supporting MI assets. The Army has incorporated this hard-won field experience into its ongoing modular conversion, which shifts the warfighting nexus from division- to brigade-level operations and equips Soldiers for the asymmetric fight.

Army modular forces place a high premium on the ability of BCT intelligence (S-2) elements to collect, rapidly exploit and fuse all sources of information into actionable intelligence in response to rapidly changing circumstances and commanders’ operational needs. This has driven significant MI growth at the BCT and battalion levels, establishment of reinforcing MI units within new battlefield surveillance brigades (BfSB), major expansion of Army human intelligence (HUMINT) forces, rebalancing of MI skills across active and reserve components, and new intelligence readiness programs linked to Army Force Generation (ARFORGEN) readiness cycles. Intelligence requirements have concurrently driven development and accelerated fielding of advanced, all-source, “flat” network fusion analysis capabilities achieved through Distributed Common Ground System-Army (DCGS-A) workstations and network access down to battalion level. DCGS-A constitutes a major paradigm shift. It empowers analysts by providing rapid access to all sources of information at every classification level, advanced processing and data visualization tools, and the ability to rapidly collaborate with both local and distant counterparts.

Army Intelligence transformation is moving ahead aggressively and is fully integrated with the Army Campaign Plan and the transformational goals of the Under Secretary of Defense for Intelligence and the Director of National Intelligence. Army Intelligence transformation is focused on four key vectors:

- increasing MI capacity and skills balance;
- revitalizing Army HUMINT;
- enabling BCT- and battalion-level access to “flat,” all-source information networks; and
- improving MI wartime readiness by:
  - equipping Soldiers for the asymmetric fight; and
  - transforming intelligence training.

Implementing these initiatives allows Army intelligence to support the Army in all threat environments—traditional, irregular, disruptive and catastrophic. Army Intelligence transformation is a vital component of battlefield success, complementing and fully exploiting the capabilities of emerging technologies, particularly Future Combat Systems. Fully transformed Army intelligence will not only support ongoing counterterrorism, counterinsurgency and stability operations in Iraq, Afghanistan and the war on terror, but also guard against potential threats across the full spectrum of current and future operations.
The principal building block of Army ground combat forces today is the modular brigade combat team (BCT). Each modular BCT and maneuver battalion leverages close access to local populations to understand complex human and cultural dynamics and achieve intended effects.

Military intelligence (MI) force structure at the brigade and battalion levels prior to the 11 September 2001 terrorist attacks on the U.S. homeland has proved to be inadequate for the broad range of continuous collection and analytical tasks that current BCT and battalion intelligence elements must perform to ensure mission completion. Modular MI structure addresses these shortfalls—the Army has more than doubled the size of maneuver battalion S-2 (intelligence) sections, and additional growth is being considered. BCT S-2 sections have more than tripled in size en route to a five-fold increase by 2011 with concurrent expansion of the BCT’s organic MI company, which now includes human intelligence (HUMINT), signals intelligence (SIGINT), unmanned aerial system (UAS) and increased analysis capabilities. To date, 51 brigades have transformed to the BCT modular design; the goal is 76 modular BCTs by 2013.

Battlefield experience has shown that even with expanded intelligence capacity at the BCT level and below, additional downward reinforcing MI capability is required for full-spectrum operations in complex environments. To meet this need, the Army is forming eight active component MI collection battalions; three have been formed to date. Each of these battalions is heavily weighted for HUMINT source and interrogation.
operations and includes advanced SIGINT capabilities and multifunctional HUMINT/SIGINT teams for autonomous support operations. These collection battalions form the core of five new battlefield surveillance brigades (BfSBs)—three active and two reserve component; the first BfSB was formed in 2006. The BfSBs and MI collection battalions are designed for direct, downward-focused reinforcing support to committed divisions, BCTs and battalions, where the risk is greatest. They can also provide effective collection and reconnaissance support to joint, joint task force and coalition forces as required. Active Army, Army National Guard and Army Reserve structure will be based on a common force design.

To better support joint interrogation operations at the joint task force level, the Army is also building four joint interrogation and debriefing center (JIDC) battalions—two active and two reserve component; the first active JIDC was formed in 2006. Each provides robust, dedicated HUMINT exploitation capability that trains closely with military police detention forces and serves as the core for sister service, joint and national augmentation. JIDC battalions complement HUMINT skills resident within Army BCTs and BfSB MI collection battalions and enable effective collaboration and synchronization in support of ongoing operations.

By 2013, the Army will have added more than 7,000 MI Soldiers to its ranks. More than 90 percent of that growth is aligned with enhanced tactical collection, exploitation and analysis. Army Intelligence transformation is producing a modular, better balanced MI force that can support not only the heavy demands inherent in the war on terror and regional contingency operations but also the full spectrum of operations.

Today’s Soldiers are smart, tough, dedicated and technologically savvy. Each MI Soldier must also be an expert in his core specialty and competent in key related intelligence skills. (For example, analysis is a skill inherent in every MI discipline.) Army MI is accordingly growing its Soldiers in “MI Pentathlete” style to perform an expanded range of combat-essential intelligence tasks through instruction at basic, mid-level and advanced training courses.

### Increased Military Intelligence (MI) Capacity

- **76 Brigade Combat Teams**
  - To date, 51 of 76 converted to modular design

- **8 Military Intelligence (Collection) Battalions**
  - To date, 3 of 8 operational

- **4 Military Intelligence (Interrogation) Battalions**
  - To date, 1 of 4 operational

- **5-fold increase in brigade intelligence (S-2) staff**
- **Organic MI company comprising human intelligence (HUMINT), signals intelligence (SIGINT), unmanned aerial vehicles and analysis capabilities**
- **2-fold increase in battalion S-2 staff**
- **Each battalion comprises 1/3 SIGINT and 2/3 HUMINT**
- **Assigned to a battlefield surveillance brigade (BfSB)**
- **Joint Interrogation and Detention Center (JIDC) Battalion**
- **2 active component, 2 reserve component**

*Increased capacity focused at the tactical level where risk is the greatest*

Source: Headquarters, Department of the Army
Expansion of Army human intelligence (HUMINT) capacity is a key component of military intelligence transformation. Army MI strength is increasing by at least 7,000 Soldiers, more than half of them going to HUMINT disciplines. Army HUMINT strength will more than double in the coming years—from approximately 2,500 in Fiscal Year (FY) 2005 to more than 6,000 by FY 2011.

Combat lessons learned reflect the overriding importance of robust HUMINT capability down to the brigade combat team (BCT) level. While essential across full-spectrum operations, HUMINT is especially critical in irregular warfare and stability operations, where understanding the “human dimension” is essential to achieving precise targeting, intended effects and operational success. Beyond force structure, Army
HUMINT transformation is having a profound effect on the training and employment of the HUMINT force at all levels and is driving enabling technologies to improve HUMINT force performance.

HUMINT capabilities at the BCT level are expanding significantly to provide forward-based military source operations (MSO) and interrogation skills where the opportunities and operational risk are greatest. These HUMINT Soldiers collect information to satisfy intelligence requirements, to include threat identification, associations, locations and future plans. HUMINT Soldiers operate in the close-access human domain to collect this information through interaction with the indigenous population, to include local warlords and local tribal, political and military leaders. Analysts integrate this information with other sources of information to increase understanding and generate actionable intelligence. The commander manages HUMINT operations through his HUMINT staff officer. Each modular BCT contains three organic HUMINT teams and imbedded HUMINT plans and operations elements. Each reinforcing BfSB MI collection battalion brings 35 additional HUMINT teams of four Soldiers each.

HUMINT at theater, operational and strategic levels is also being expanded, to include the four joint interrogation and debriefing center (JIDC) battalions, each with 84 interrogators and required command and staff support. The Army is also expanding advanced military source operations and debriefing support through expansion of Army Operations Activity (AOA) and Army Reserve Operations Activity (AROA) elements, which provide responsive support to Army Service Component Commands. (For one example of an Army Service Component Command, see AUSA National Security Watch 06-5, “U.S. Army South and the Transition to 6th Army: Rising to Face New Challenges in Central and South America and the Caribbean,” 1 December 2006, online at http://www.ausa.org/pdfdocs/NFW06_5.pdf.) Army Intelligence remains the largest force provider for worldwide Department of Defense (DoD)-level Defense HUMINT operations and is working closely with the Defense Intelligence Agency (DIA) to establish and grow a full-spectrum Defense HUMINT enterprise encompassing all levels of HUMINT operational support.

With respect to doctrine and training, in September 2006, the Army published Field Manual (FM) 2-22.3, Human Intelligence Collector Operations. It provides updated doctrine for full-spectrum HUMINT operations, to include military source operations, HUMINT analysis, debriefing and detailed guidance for the conduct of detainee interrogation operations. FM 2-22.3 is consistent with applicable DoD HUMINT policies and the Detainee Treatment Act of 2005. Although published as an Army Field Manual, it governs the conduct of interrogation operations for all military and civilian interrogators across DoD.

HUMINT training at the U.S. Army Intelligence Center (USAIC) at Fort Huachuca, Arizona, has been significantly expanded to incorporate wartime lessons learned and professionalize the HUMINT force. Toward that end, the Army G-2 (Deputy Chief of Staff for Intelligence) and USAIC partnered closely with DIA to establish a HUMINT Training-Joint Center of Excellence (HT-JCOE) at Fort Huachuca in April 2007, encompassing five advanced HUMINT training courses. The HT-JCOE will enable establishment of joint HUMINT training standards and expansion of joint HUMINT training across the Defense HUMINT Enterprise.
“Flat” Network Access

Increasing Army military intelligence (MI) capability is essential but insufficient unless MI Soldiers at all levels are concurrently enabled with access to all sources of information at all classification levels as well as advanced software tools needed to rapidly search, visualize and analyze large quantities of data. Cold War-era information hierarchies and sequential filtering are no longer valid. To operate effectively in complex, dynamic environments, battalion, brigade combat team (BCT) and higher intelligence elements must have access to dozens of intelligence and non-intelligence databases to enable analysts to understand norms; detect change; discern linkages; appreciate significance; cue collection; and identify, track and target hostile forces within tactically useful timelines. The Army is delivering that capability now through accelerated development and fielding of Distributed Common Ground System-Army (DCGS-A) workstations and network access down to battalion level in Iraq and Afghanistan en route to full force conversion and integration with Future Combat Systems (FCS).

DCGS-A “flat” network operations have proven to be highly successful battlefield enablers. DCGS-A capabilities are in use today by every Army maneuver battalion and BCT (including deployed Marine regimental combat teams) in Iraq and Afghanistan. The DCGS-A network brings access to more than 200 databases and rapid collaboration through shared access to data regardless of type or classification. It enables analysts to rapidly mine, fuse and visualize data on top of geospatial intelligence data layers for better understanding. DCGS-A also allows forward-deployed analysts to effectively reach back to theater joint intelligence operations centers (JIOCs), service intelligence centers and national agencies. On today’s complex battlefields, the difference can be measured in lives and operational success.

Combat-bound MI Soldiers receive DCGS-A training—now integrated into intelligence training at the U.S. Army Intelligence Center (USAIC) at Fort Huachuca, Arizona—as part of pre-deployment preparation. DCGS-A capability is becoming increasingly available for home station use and training as DCGS-A capability proliferates across all Army units. Home station DCGS-A access enables MI Soldiers to stay “in contact with the enemy” when they return from combat and empowers them to perform tactical overwatch in direct support of units they will replace upon deployment. Tactical overwatch becomes a force multiplier for operationally deployed forces by enabling them to reach back effectively to “virtual” partners through use of the “flat” network. (See AUSA Torchbearer National Security Report Key Issues Relevant to Actionable Intelligence, June 2005, http://www.ausa.org/pdfdocs/TB_Keyissues.pdf, for more information about tactical overwatch.)

“Last Tactical Mile”

Army Intelligence is also leading in efforts to extend DCGS-A “flat” network capabilities down to company, platoon, vehicle and individual Soldier levels—the “last tactical mile”—through rapid development and wartime assessment of advanced handheld and vehicle-mounted DCGS-A tools and “flat” network data access . . . have allowed us to fight the enemy versus fighting the information—in seconds and minutes instead of hours and days.

SFC Nicholas Psaki, noncommissioned officer in charge of analysis within the 2d BCT, 1st Infantry Division in Baghdad

DCGS-A tools and “flat” network data access
“Flat” networks connect Soldiers to the full power of modern data networks and software tools to “mine” and manipulate large volumes of data from all sources of information and all classification levels along tactically useful timelines, enabling the complete “memory” of all that is knowable about persons, places, things and relevant events.

DCGS-A remains a top intelligence priority at the forefront of the Army’s modernization effort that links directly into advanced situational awareness, analysis and targeting capabilities inherent within the Army’s Future Combat Systems. With DCGS-A, the future is now.

Source: Headquarters, Department of the Army

“Flat” Network Capabilities Through Distributed Common Ground System-Army

- Common geospatial data layer
- All intelligence sources
- All classifications
- All tactical reporting
- Corporate “memory”
Improving Army Intelligence Readiness requires equipping Soldiers for the asymmetric fight through the expansion of persistent intelligence, surveillance and reconnaissance (ISR) capabilities plus improved training across the military intelligence (MI) force. The Army is expanding persistent surveillance through both manned and unmanned systems, to include unmanned aerial systems (UAS), fixed-wing sensor platforms and ground systems with imagery intelligence (IMINT), signals intelligence (SIGINT), measurement and signature intelligence (MASINT) and biometrics capabilities. The Army is transforming intelligence training through several programs, to include Project Foundry, Cultural Awareness, Language Training, Red Teaming and “Every Soldier is a Sensor.” Together these programs significantly advance MI wartime readiness.

The Army’s “Shadow” Tactical Unmanned Aerial System (TUAS) program provides dedicated, responsive surveillance and targeting support to brigade combat team (BCT) and battalion forces out to a range of 125 kilometers. Shadow gives commanders an assured capability to “look over the next hill” to detect enemy presence, confirm or deny ambiguous intelligence reporting, and support targeting. Shadow systems are deployed with all Army BCTs in Iraq and Afghanistan; service-wide fielding will be completed in Fiscal Year 2011.

The “Warrior” Extended Range/Multi-Purpose (ER/MP) UAS fielding commenced in 2007 to provide long dwell, day/night, multi-sensor reconnaissance, surveillance and target acquisition support to maneuver commanders out to 300 kilometers. ER/MP fielding at the combat aviation brigade level complements TUAS capabilities, enables effective information sharing and allows target handoff across battalion, BCT and divisional boundaries via One System Remote Viewing Terminals (OSRVTs) and integration with Distributed Common Ground System-Army (DCGS-A). Assured ER/MP presence in support of BCT operations, combined with long-loiter (greater than 30 hours) “persistent stare” capabilities, enables rapid fusion analysis and targeting synergies not previously available to conventional ground force commanders.

The Army’s fleet of Guardrail Common Sensor (GRCS) and Airborne Reconnaissance Low (ARL) collection platforms remain today’s aerial collection backbone, providing timely, accurate SIGINT and sensor surveillance support to deployed forces worldwide. Major GRCS and ARL system upgrades will extend the operational life of both systems, ensuring continued target access until the fielding of Aerial Common Sensor systems.
**Aerial Common Sensor (ACS)** is the Army’s next-generation manned, multidiscipline, multi-sensor airborne ISR collection system. ACS will incorporate incremental sensor upgrades from modernized GRCS and ARL systems, be capable of rapid worldwide deployment, and provide on-board fusion analysis in direct support of ground tactical commanders. ACS will be capable of fusing data collected by ER/MP and other ISR platforms in near real time and providing cueing necessary for effective manned-unmanned (MUM) teaming. ACS will be capable of receiving data from non-Army ISR platforms and interfacing with the DCGS-A joint integrated network for broadly distributed tactical, theater and national intelligence use.

With respect to **ground SIGINT**, Army MI partners closely with the National Security Agency (NSA) to field advanced SIGINT collection, processing, analysis and electronic attack capabilities. The **Prophet family of SIGINT systems** gives tactical commanders an effective means to detect and track enemy activity across the communications spectrum. With an architecture that supports future technical insertions, Prophet variants provide the baseline for tactical SIGINT operations. The newest system, Prophet Triton, is now in the hands of U.S. Soldiers in Iraq and has received high marks in combat.

The Army continues to develop and field advanced **MASINT** sensors and systems in support of persistent surveillance needs. Three ground MASINT systems are currently deployed in support of operations in Iraq and Afghanistan. Army MASINT enhances Soldier situational awareness and cues other intelligence systems to enemy presence and activity for positive identification and action. MASINT is a key enabler that provides relevant intelligence along tactically useful timelines today and holds great promise to meet future intelligence needs.

**Biometrics** is a MASINT application that is increasingly important in the hunt for adaptive, irregular enemies. Army MI actively supports Army Biometrics Task Force and Department of Defense (DoD) efforts to expand the tactical usefulness of biometric data collection and exploitation. Ongoing fielding of Biometric Automated Toolset (BAT) and Handheld Interagency Identity Detection Equipment (HIIDE) capabilities respond to warfighter requirements; both systems have proven effective for screening and positive identification of enemy personnel. More than 2,500 BAT collection systems are deployed in Iraq and Afghanistan; more than 5,000 HIIDE devices will be fielded during Fiscal Year 2007.
In 2006, Army Intelligence and Security Command (INSCOM) initiated Project Foundry to establish a single, “one stop” coordination hub for advanced intelligence skills training and certification across all levels of the modular force. It was specifically designed to ensure optimal support for wartime deploying forces synchronized with the Army Force Generation (ARFORGEN) model. (For information about ARFORGEN, see AUSA’s Torchbearer National Security Report 2006 and Beyond: What the U.S. Army Is Doing, March 2006, online at http://www.ausa.org/ PDFdocs/TBSecRpt/TBear_March_06_optimized.pdf.)

Foundry has proven highly successful in helping brigade combat teams (BCTs) and divisions prepare for wartime deployment and in sustaining hard-won analysis and collection skills following return to home station. Foundry also enables units preparing for deployment to leverage Distributed Common Ground System-Army (DCGS-A) “flat” network capabilities to conduct “tactical overwatch” support for the units they will replace in combat through the provision of workstations, communications and mentors.

Foundry has proven to be a very successful MI readiness program. INSCOM is expanding Foundry training to include joint and national agency opportunities and establishing Foundry training platforms at major troop centers to ensure optimal warfighter support; the first Foundry Center was formed in 2006 at Fort Bragg, North Carolina.
Cultural Awareness and Language Training is a clear wartime readiness imperative at all levels. Army military intelligence (MI) efforts in this regard reflect battlefield lessons learned and Department of Defense (DoD) guidance. Success in stability and counterinsurgency (COIN) operations requires detailed understanding of complex cultural and historical “human dimension” dynamics that the U.S. Army Intelligence Center (USAIC) is now teaching to units Army-wide as an integral part of pre-deployment preparation.

USAIC runs the Training and Doctrine Command (TRADOC) Culture Center at Fort Huachuca, Arizona, and deploys mobile training teams (MTTs) to teach a broad range of cultural awareness skills tailored to mission need. In Fiscal Year 2006, USAIC trained more than 11,000 Soldiers, Sailors, Airmen and Marines and developed more than 200 hours of regionally specific training in support of Global War on Terror (GWOT) operations. The Culture Center worked aggressively with the Army’s combat training centers to ensure integration of cultural realism in “Civilians on the Battlefield” programs, which include extensive use of foreign-born linguists. USAIC also works closely with deploying units, provides a wide range of web-based distance learning products, and manages training and integration of foreign-born Interpreter/Translator Soldiers in the new Military Occupational Specialty called “09L.” More than 130 09L Soldiers now serve with Army units in Iraq and Afghanistan. On their return from wartime deployment, 09L Soldiers support home station cultural awareness pre-deployment training.

Army Foreign Language training, a critical component of cultural awareness training, has also been significantly expanded. Defense Language Institute Foreign Language Center (DLIFLC) language training programs and “outreach” initiatives have been significantly expanded across GWOT-related languages. DLIFLC has also leveraged commercial language training technologies to sustain and enhance perishable language skills at all levels. DLIFLC provides mobile language training teams, language “survival kits” for deploying forces, and web-based Global Language On-line Support System instruction in 12 target languages. Eleven DLIFC language training detachments support Arabic language training for all services at unit home stations. To complement these training initiatives, during 2007 the Army increased the maximum monthly Foreign Language Proficiency Pay (FLPP) from $300 to $1,000 per month for active component Soldiers and is working toward similar compensation for reserve component Soldiers.
Critical thinking skills are imperative for success in wartime against adaptive enemies operating in complex threat environments. Recent wartime experience has led the Army to establish formal “Red Team” training to impart critical thinking techniques at corps, division and brigade combat team levels. In 2006 the Army established the University of Foreign Military and Cultural Studies (UFMCS) at Fort Leavenworth, Kansas, to train Red Teams consisting of planners from intelligence and non-intelligence disciplines in nontraditional analytic skills aimed at identifying dependencies, unintended effects and vulnerabilities, and developing mitigating strategies. In essence, “Red Team University” trains officers to dissect “friendly” plans during the planning process, so that when it comes time to execute the mission, key vulnerabilities and weaknesses will have been identified and reduced. (See John Milburn, “Red Team U. Creates Critical Thinkers,” Associated Press Online, 18 May 2007, Lexis/Nexis.)

Red teams are involved in all phases of the unit’s planning process to provide alternative, independent perspectives to enhance and improve the planning effort. This unique perspective is made possible by incorporating subject matter expertise from warfighting staff sections as well as resources from academia and industry. The Red Team performs in a structured “devil’s advocate” role to challenge assumptions made in the planning process and evaluate courses of action from the enemy’s viewpoint. The Red Team enables the unit commander and battle staff to understand dependencies and unintended consequences related to proposed actions. Red Teaming is a dynamic, iterative process that enhances planning and mitigates risk.

UFMCS currently offers education and training via an 18-week Red Team Leaders Course (RTLC) and a nine-week variant tailored to meet immediate warfighter needs. UFMCS will launch a six-week Red Team Members Course (RTMC) in July 2007. Through rigorous curriculum, UFMCS has certified more than 50 graduates in Red Team techniques since Fiscal Year 2006. Many of those graduates are now deployed in support of operations in Iraq and Afghanistan. Red Team structure at the corps and division levels is pending final approval; evaluation of structure need for Red Teams at the brigade combat team level is ongoing.
Success on dynamic, and especially irregular, battlefields requires close Soldier interaction with the local populace and a clear understanding of the operational environment. Unlike mechanical sensors, Soldiers process observations with savvy and speed that cannot be matched by technology to determine change, relevance and significance. Soldiers are trained to refine their observation skills and to report into the integrated “flat network” for enhanced situational understanding across the force. This observation and reporting entails a significant change in how Soldiers are trained from the earliest stages to inculcate “tactical curiosity” in every Soldier at every level.

Soldiers trained in Every Soldier is a Sensor (ES2) concepts are taught to routinely observe and report patterns and changes in the operating environment through interaction with the local populace in the course of accomplishing their mission. They answer fundamental questions that shape their environment, such as who the leaders are, where the utilities come from and who controls them, the locations of the market places and their opening and closing times, the eating and sleeping patterns, what the streets look like (how crowded or empty they are at different times) and the traffic patterns. Once Soldiers understand what “normal” looks like, they are able to notice and report even subtle changes in the environment that may be critical to understanding and anticipating future enemy actions.

Intelligence fusion analysis is significantly enhanced with this richer local context provided through Soldier observations—sensor and Human Intelligence reporting becomes more understandable in the same vein. The net result is better understanding of norms, environmental change, linkages and significance at all levels—a powerful addition the Army must fully leverage.

ES2 tasks are now incorporated in Army doctrine, all Initial Entry Training and collective training at Army combat training centers. ES2 integration into noncommissioned officer, warrant officer and officer training courses is ongoing.

The “Every Soldier is a Sensor Simulation” (ES3), a self-paced ES2 simulation based on battlefield scenarios and lessons learned, is now available worldwide through Army Knowledge Online web access.
Operations and intelligence are inseparable on today’s battlefields in both conventional and irregular environments. The availability of actionable intelligence determines how the Army employs both lethal and nonlethal capabilities and greatly influences the effects achieved. Army Intelligence transformation is focused on increasing intelligence capacity and the ability to generate actionable intelligence at all levels across the force. Army modularity especially places demands on the ability of brigade combat team (BCT) forces to operate in rapidly changing, complex environments. That has created a significant increase in the size and capability of intelligence elements at battalion and BCT levels, expansion of the human intelligence (HUMINT) force, and development and fielding of “flat” network Distributed Common Ground System-Army (DCGS-A) capabilities down to battalion level to ensure distributed, all-source data access. These initiatives have resulted in major changes in the way Army military intelligence (MI) trains and sustains combat readiness. Changing one piece is not enough—the Army needs to change them all for wartime operational success.

The following essential intelligence transformation vectors are critical enablers for the Army’s modular force—essential for responsive, agile military intelligence support at all tactical levels across the full spectrum of operations:

- increasing MI capacity and skills balance through major increases in tactical unit intelligence staff sections, establishment of organic intelligence companies in modular BCTs, establishment of new MI collection battalions in Army Battlefield Surveillance Brigades and formation of new Joint Interrogation and Debriefing Center (JIDC) Battalions;
- revitalizing Army human intelligence by more than doubling the HUMINT force with a focus on increasing organic HUMINT capability at the BCT level and expanding HUMINT training and integration with the Defense HUMINT enterprise;
- enabling “flat” network access down to the battalion level through accelerated development and fielding of DCGS-A;
- improving intelligence wartime readiness by:
  » equipping Soldiers for the asymmetric fight through manned and unmanned aerial systems, ground sensors, biometrics and other persistent intelligence capabilities; and
  » transforming intelligence training through Project Foundry, Cultural Awareness, Language Training, Red Teaming and “Every Soldier is a Sensor.”

Intelligence transformation reflected in these vectors modernizes Army intelligence, making it immediately responsive to commanders and Soldiers regardless of threat posture.

Soldiers expect and deserve the best possible intelligence tools and analysis the nation can provide as they execute challenging missions in unforgiving, complex environments worldwide. Army Intelligence, as part of the joint intelligence team, is taking aggressive action to meet these challenges in close collaboration with joint, Department of Defense and national intelligence partners. With continued full, timely and predictable funding of Army requirements, the Army remains on course to expand its ability to provide actionable intelligence to Soldiers, combatant commanders and joint warfighters, and across the U.S. Intelligence Community.

Our Army and armed forces are adapting to face a changed paradigm of warfare. Ongoing counterterrorism and counterinsurgency operations in Iraq, Afghanistan and elsewhere reflect tough challenges inherent in countering extremist enemies in highly complex environments. As part of U.S. Army efforts to increase full-spectrum operational capacity at the Brigade Combat Team (BCT) level, Army Intelligence is transforming to provide fused, all-source “actionable” intelligence, along tactically useful timelines, to Soldiers and commanders at all levels.

Army Posture Statement, February 2007
Actionable Intelligence is providing Soldiers and leaders with expanded situational understanding by distributing intelligence with more speed and accuracy, ultimately leading to successful operations.

2007 Army Posture Statement, Addendum A

When it comes to insurgency, there is no army on the otherside, no battalions, the enemy won’t expose himself, it’s all about intelligence. . . . You have to get to the point where you have actionable intelligence—that is, intelligence that is sufficiently precise to enable targeted operations, not just sweeps, but precise raids to capture specific insurgents.

Then Lieutenant General David Petraeus, Commanding General, U.S. Army Combined Arms Center and Fort Leavenworth
18 December 2006