Insights and Best Practices Focus Paper

Intelligence Operations

First Edition (Reprint)

Deployable Training Division
Joint Staff J7

July 2013

Approved for public release; distribution is unlimited

This is a reprint of the First Edition of the Intelligence Operations at the Operational Level Insights and Best Practices Focus Paper, written by the Deployable Training Division (DTD) of the Joint Staff J7 and published by the Joint Staff J7. We are expecting to review and edit this paper in the near future taking on commander and staff-centric perspectives, and republish it as a 2nd edition.

Reprint (Retitled under JS J7 DTD): July 2013

First Edition: April 2011

Written by Deployable Training Division. POC is Mr. Mike Findlay.

Deployable Training Division, Deputy Director Joint Staff J7, Joint Training

116 Lake View Parkway

Suffolk, VA 23435-2697

Email: js.dsc.j7.mbx.joint-training@mail.mil

Accessibility: DTD papers are available in PDF format on the following websites:

Joint Lessons Learned Information System (JLLIS) *(CAC enabled and registration required)*: https://www.jllis.mil/JSCC/apps/index.cfm

Joint Doctrine, Education, and Training Electronic Information System (JDEIS) *(CAC enabled)*: https://jdeis.js.mil/jdeis/index.jsp?pindex=0

All Partners Access Network (APAN) *(Registration required)*: https://community.apan.org/default.aspx

Joint Electronic Library *(Public website)*: http://www.jcs.mil/Doctrine/focus_papers.aspx

Joint Staff J7 Joint Training Intelink *(CAC enabled)*: https://intelshare.intelink.gov/sites/jcw/jt/default.aspx

Releasability: There are no releasability restrictions on this publication. Approved for public release; distribution is unlimited.

Disclaimer: The views in this paper are those of the author and do not necessarily reflect the official policy or position of the Joint Staff, the Department of Defense (DOD), or the United States Government (USG).

PREFACE

The Joint Staff J7 supports the CJCS and the Joint Warfighter through joint force development to advance the operational effectiveness of the current and future joint force. This paper, written by the Deployable Training Division (DTD), helps inform both the joint warfighters and key functions within the J7, notably lessons learned, doctrine, education, and future joint force development. In addition to this paper, the DTD has also developed an overarching Joint Operations Insights and Best Practices Paper and numerous other focus papers that share insights and best practices for various challenges observed at joint headquarters. All of these papers are unclassified for broad accessibility. I commend these papers for your reading.

The DTD gains insights on operational matters through regular contact and dialogue with combatant and joint task force commanders and their staffs as they plan, prepare for, and conduct operations. The DTD observer/trainers collect and compare practices among the different headquarters, draw out and refine "insights" and "best practices," and share them with the joint force.

We are fortunate to have several senior flag officers, active and retired, assist in development and vetting of these insights and best practice papers. Of note, General (Retired) Gary Luck, a Senior Fellow at the National Defense University, plays an active part. Their participation not only helps keep the DTD trainers at the theater-strategic and operational level, but also ensures that they retain a commander-centric perspective in these papers.

Please pass on your comments to DTD's POC Mr. Mike Findlay so that we can improve this paper. Email address is: js.dsc.j7.mbx.joint-training@mail.mil.

BRADLEY A. BECKER
Brigadier General, U.S. Army
Deputy Director J7, JS, Joint Training

Table of Contents

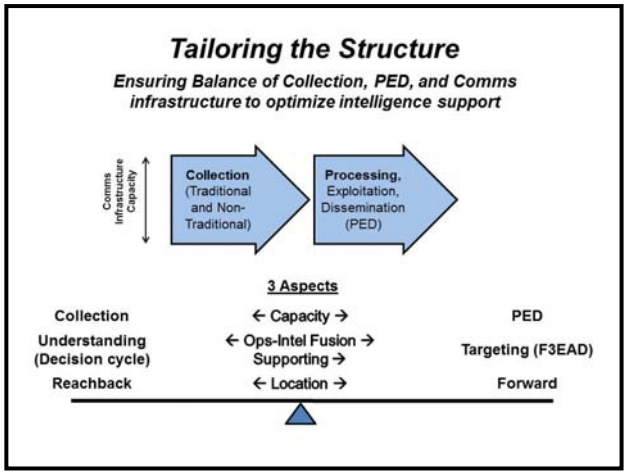
1.0 Executive Summary 1
2.0 Understanding Today's Complex Environment 2
3.0 Commander's Role 3
4.0 Collection and Intelligence, Surveillance, and Reconnaissance (ISR) 4
5.0 Processing, Exploitation, and Dissemination (PED) 8
6.0 Communication Infrastructure 10
7.0 Intelligence Staff Organization Insights 11
GLOSSARY: Abbreviations and Acronyms ..... GL

This page intentionally left blank

1.0 EXECUTIVE SUMMARY.

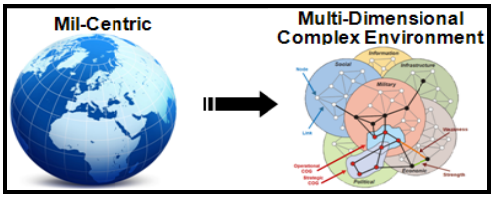
Joint organizations are continuing to mature, evolve, and adapt doctrine and tactics, techniques, and procedures (TTPs) to better understand and operate in complex environments – across the range of military operations.

- We are seeing a common trend of commanders instilling an intelligence-driven operational mindset in their headquarters, and increasing synergy between intelligence and operations staffs to leverage this mindset.
- Every joint headquarters we have observed has taken a broader perspective in understanding and visualizing the complex environment to better design and plan operations. We have seen staffs use some form of a Political, Military, Economic, Social, Information, and Infrastructure (PMESII) construct to better understand and frame the environment to support the commander's decision-making requirements. While we see the J2 normally leading this effort, the entire staff is involved in this broader analysis.
- The nature of conflict makes it apparent that no single approach to ISR management will universally apply. ISR employment is an operation and must be deliberately integrated into all aspects of the planning process just like any other operation.
- Commanders are tailoring the intelligence capabilities to support their operation. Operational commanders tailor the location and capacity of collection and processing, exploitation, and dissemination (PED) capabilities consistent with the communications infrastructure to optimize intelligence support to both operational and tactical decision making and action/targeting requirements (see figure). This tailoring improves the agility of the force to rapidly collect, process, and share critical information.



- Prioritization continues to be one of the commander's major responsibilities; establishing priorities for apportionment and allocation of limited resources – <u>both collection and PED</u>. We find commanders of the operational units we visit spending time providing guidance on prioritization of their high demand ISR collection and PED capabilities. We observe that many of the commands do not simply delegate the collection management responsibilities to the J2 collection manager, but rather make this an operations–intelligence teamed effort. They additionally incorporate the many non-traditional collection means into their collection plan.
- Joint HQs are also working on methods to more rapidly process, exploit, and disseminate/share information and intelligence to support operations. They continue to form fusion/integration cells and develop their information sharing techniques, while also determining how they can best leverage federation with reachback organizations. These reachback organizations can support forward elements while also performing valuable second and third order analysis.

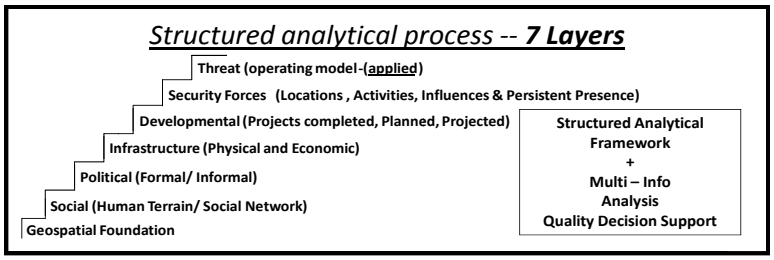
2.0 UNDERSTANDING TODAY'S COMPLEX ENVIRONMENT. Operational headquarters have had to expand their analysis beyond a military-centric view to gain a greater holistic understanding of the Operational Environment (OE). We have seen staffs use a more holistic but structured analysis to better discover (and uncover) relationships, patterns, behaviors, and activities in the operational environment.



The entire staff is involved in this broader analysis to leverage their different expertise. However, we find that the J2 is still best suited to orchestrate this broader analysis and share this understanding with the commander, across the staff, and with higher, lower, and adjacent stakeholders.

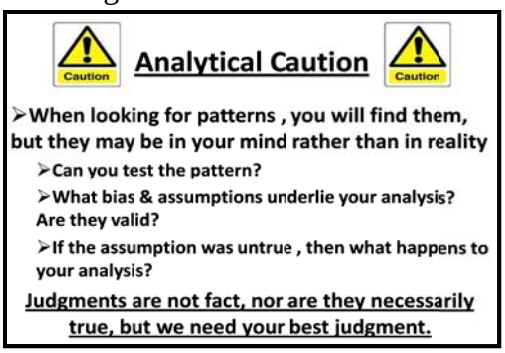
The Joint Intelligence Preparation of the Operational Environment (JIPOE) process incorporates the interrelated aspects characterized by the PMESII-like construct to develop a multidimensional assessment of the environment. Commands that can successfully exercise JIPOE across the PMESII spectrum have proven capable of developing a greater situational understanding of the environment and the adversary, and consequently better support the commander's decision making.

The operational forces have evolved how they analyze and visualize the operational environment using this "PMESII" construct. Due to the complexity of the task, many of the HQ initially analyzed each of the PMESII aspects separately. They then presented their analysis in what could be viewed as stove-piped PMESII element briefs due to the complexity and scope of the material, trusting that the resultant dialogue would enable the commander to discern the linkages and relationships between these elements. This earlier construct has evolved toward more holistic visualizations that bring out more of the potential linkages within the overall "system."



Today we find an even more structured analytical process that layers different elements and incorporates them into relational geo-based databases. This further brings out relationships, patterns, behaviors, and activities in the operational environment. An example is the "7 Layers" process used by one organization. Each of the layers has designated "contributors," located both within the staff and with stakeholders whose input helps provide the necessary fidelity and understanding.

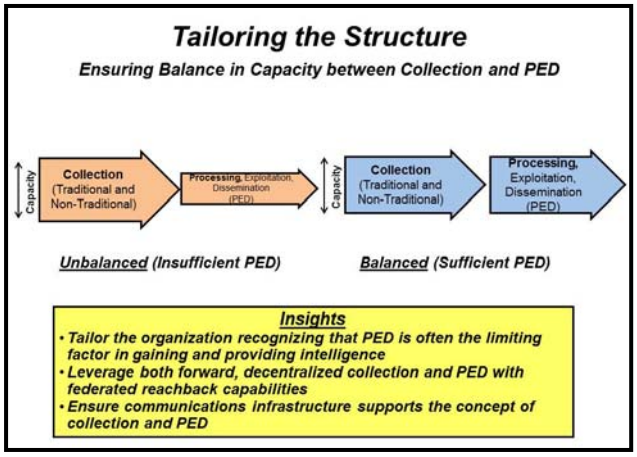
Analysis is important to understanding the OE. Operational HQs continue to emphasize the need for unbiased analysis coupled with the need for proactive best judgment from the analysts. Bias is nearly impossible to completely remove; thus we see a continuing need for a focus on assessing and accounting for bias (see figure from a current J2). A Red Team supporting design and planning also assists in reducing bias (further discussed in the *Design and Planning* focus paper).[1]



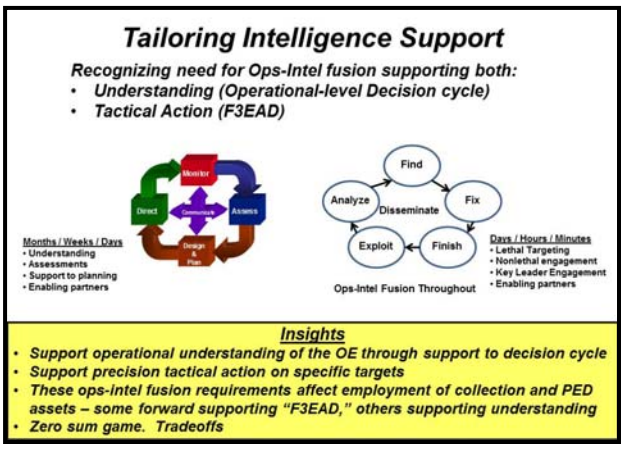
[1] The Joint Staff J7, *Design and Planning Focus Paper*, (Suffolk, VA: July 2013).

3.0 COMMANDER'S ROLE. Commanders are instilling intelligence-driven operational mindsets in their headquarters, and increasing synergy between intelligence and operations personnel to leverage this mindset. We find them driving intelligence by: understanding the many intelligence capabilities and limitations; integrating intelligence operations into planning and execution while ensuring their J3 and J5 staffs understand the ISR cycle and processes; setting priorities; and guiding collection management. Commanders and their J2s and J3s are setting conditions for success by:

- Instilling operations-intelligence synergy/fusion to increase speed and agility of operations.
- Fully understanding the capabilities of the collection, PED, and communication capabilities to provide better operational direction in employment. This is particularly important in today's environment with the many emergent ISR capabilities.
- Tailoring the intelligence structure to support requirements. They assess and balance the amount and location of collection and PED within the existing (or planned) communication infrastructure to optimally gain and leverage intelligence (see figure). This includes tailored decentralization of certain collection and PED capabilities where necessary to gain speed and agility.



- Sharing information. They realize that we operate across numerous networks and need to ensure our information is effectively shared across those networks, with the various HQs, and with our partners.
- Demanding "knowledge and understanding" versus only "data and information" from the staff and subordinates. They require the "why" and "so what" of the information.
- Tailoring the intelligence support to focus the entire staff and supporting assets in gaining and exploiting the necessary information and intelligence to both increase "understanding" and support "tactical actions/targeting" (see figure). Collection and PED capabilities support both "gaining understanding" to support decision making and "actions" such as lethal targeting. Commanders often have to clearly identify their priorities between these activities.



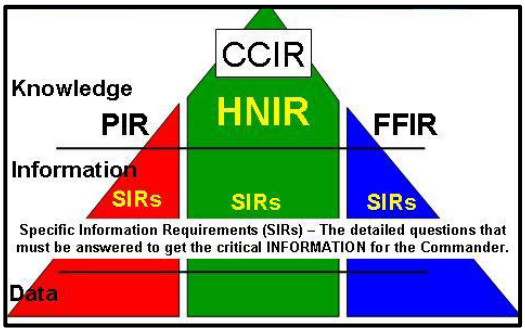
- Prioritizing. They are fully involved in prioritizing collection (i.e., prioritization of assets), processing, analysis, and dissemination. They do this by both approving CCIRs and providing operational priorities. This enables apportionment of collection assets and the tailoring of the PED structure to ensure operations-intelligence fusion and speed of action.

4.0 COLLECTION AND INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE (ISR). [2]

We have seen four significant trends in collection and ISR:

- The important role of CCIR and operational priorities in driving collection.
- Use of both traditional and non-traditional collection means to more comprehensively gain information about the environment and adversary.
- Much closer ops-intel fusion in collection management.
- ISR capabilities in support of civil authorities.

CCIR and Operational Priorities. We find that both of these directly support mission command and commander-centric operations. CCIRs, as a related derivative of guidance and intent, assist joint commanders in focusing support on their decision-making requirements. CCIRs, coupled with clear operational priorities, help guide and prioritize employment of both collection assets and PED capabilities, and meter the flow of information within the headquarters. Operational priorities often guide the specific apportionment or allocation of collection assets to support specific operations.



We have seen many commands operating in the population-centric environment of COIN add a third component, Host Nation Information Requirements (HNIR), to better focus on perspectives and needs of the population. The ISAF Joint Command defined HNIR as information the commander needs about a host nation in order to partner effectively, develop plans, make decisions, and to integrate with civilian activities.[3]

Traditional and Non-Traditional Collection Means. We have seen the value of using all means to gain understanding, particularly in the more irregular warfare environment.

Possibly, our greatest ISR challenge is the synchronization of the effectiveness and capabilities of the many ISR systems to support the mission. Unfortunately, often the first time most commanders get the opportunity to employ and experience the benefit of these capabilities is when they assume responsibility for battlespace. A combination of home-station training, in-theater training, online courses, and on-the-job training can greatly contribute to the development of competent ISR collection managers and ISR-aware J2, J3, and J5 staffs. ISR qualified individuals are invaluable and they must be carefully managed.

Intelligence organizations have established procedures and are skilled and comfortable in utilizing traditional ISR means to gain understanding of the military aspects of the operating environment. These means are commonly employed by intelligence organizations during the collection process of gathering data, such as SIGINT and IMINT platforms.

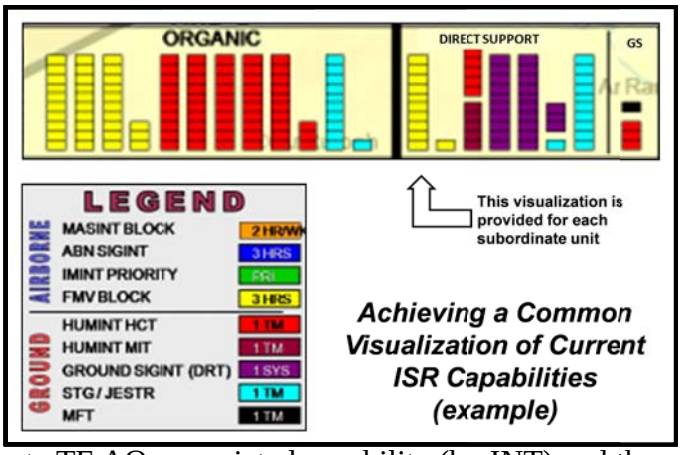
---

[2] ISR is defined as "an activity that synchronizes and integrates the planning and operation of sensors, assets, and processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function, JP 2-01, *Joint and National Intelligence Support to Military Operations*, 5 January 2012, p 274.

[3] More information on CCIR can be found in the Joint Staff J7 focus paper, *Commander's Critical Information Requirements (CCIRs)*, July 2013. (See URLs noted on the inside front cover.)

Non-traditional ISR means (which we refer to as NTISR) are those means normally engaged or employed by personnel outside the intelligence field and not necessarily a formal part of the intelligence apparatus. These assets can provide valuable information that enhances understanding of the adversary and operational environment. Some examples of these could include engineers conducting development projects, polling data, and Provincial Reconstruction Team (PRT) reports. J2 staffs devote time and effort to identify, reach out, and coordinate with these 'non-traditional' means, often in conjunction with or through other staff directorates. The buzz words of "fight for intelligence" and "everyone is a sensor" are very true and it takes a focused effort by the entire force to make them a reality.

Ops-Intel Fusion in Collection Management. ISR and NTISR collection assets are important throughout the range of operations, from disaster relief to traditional warfare. ISR is one of the most effective ways for the commander to weight his efforts and remain agile within a complex environment. Commanders prioritize and manage these limited collection assets in accordance with operational priorities. We have seen much closer ops-intel fusion in both defining collection requirements and performing the detailed collection management function. It is no longer singularly the function of the J2 collection manager, but rather an ops-intel function. In some cases, we have even seen the collection managers respond directly to the JOC director, with a collection management individual located on the JOC floor. In others, the Future Operations section provides most of the ops-intel coordination to set conditions for future operations.



Many joint HQs are challenged in developing a common visualization of current ISR capabilities throughout the force to facilitate operational decisions on ISR allocation and apportionment. A best practice we have observed is using some form of simplified visualization of collection capability across the various "INTs" (such as SIGINT, MASINT, and HUMINT) (see figure). Once overlaid on a map, the commander is able to intuitively visualize the current ISR asset allocation across the battlespace by subordinate TF AO, associated capability (by INT) and the command relationship (e.g., either organic or supporting), and capacity. This visualization enables further allocation and apportionment decisions.

We also find that the operational headquarters must have a general concept for use of ISR. Several JTFs use a layered approach to ISR collection, initially collecting with broad-sweep sensors, such as GMTI from JSTARS and airborne SIGINT. High-demand assets like Predator and its FMV capability are not allocated against the collection effort until other assets have provided specific focus in time and space. All recognize the value of multi-intelligence platforms and value of cross-cueing.

Included within this concept for use of ISR is how to "apportion" or "allocate" ISR to subordinates. Apportionment is the provision of longer, predictable support, often in a direct support relationship of assets to subordinates in accordance with operational objectives and priorities to fill collection gaps. This allows subordinates to plan on this ISR support as they plan and conduct operations. Allocation is a short term provision of an asset in the current operations

event horizon in response to unplanned requirements. Allocation provides additional collection capability beyond that already provided by organic and apportioned assets. However, because it is provided on a short term basis in a daily or otherwise near term basis, subordinates cannot plan for it. Thus allocation provides less predictability than apportionment and is not fully conducive to employing ISR in a deliberate manner.

The ops-intel fusion in collection management also enables more focused prioritization of collection assets in accordance with operational priorities and ongoing missions. Many of these assets are normally tasked to support ongoing operations, thus an operator's viewpoint assists in apportionment or allocation in support of the highest priority operations. Several HQ actually analyze ISR collection requests relative to the commander's operational priorities in developing collection priorities and apportionment and allocation decisions.

ISR Capabilities in Support of Civil Authorities. We have observed that in Defense Support to Civil Authorities (DSCA) the US military serves as an enabler in providing ISR capabilities to civil authorities. When executing the mission of Incident Awareness and Assessment (IAA), the military leverages traditional ISR capabilities to aid in domestic operations while ensuring that applicable laws and policies are not violated. Organizations have developed concepts of operation and TTPs that enable a more timely response of ISR capabilities when called upon to conduct IAA. This allows the military to provide timely and usable information to all levels of command, national, state, and local authorities when faced with a humanitarian assistance/disaster relief (HA/DR) event on domestic soil such as Hurricane Katrina.

Insights:[4]

- Take time upfront to develop and share your concept on how you will provide and employ ISR. Do not keep/minimize ISR assets in "reserve."
- Manage expectations. The number of ISR assets is limited. This limitation can be mitigated by HHQ prioritization and a clear collection strategy that supports approved CONOPs. Ensure CONOPs are clear and concise and include a detailed collection strategy.
- Develop a means to portray a common visualization of ISR capabilities at the operational and subordinate task force levels, including organic assets, to facilitate operational decisions on ISR allocation and apportionment. Direct use of organic ISR assets prior to requesting additional assets.
- Require subordinates to clearly state unmet collection requirements so the HHQ can vet competing requirements and augment (allocate or apportion) subordinate capabilities.
- Integrate the ISR collection management process and decision venue into the decision-making process. Nesting this process ensures that guidance and decisions by the commander inform the operations-intel ISR collection management team, enabling synchronization of apportionment and allocation decisions with Command priorities.
- Develop a short-notice ISR response plan for actions such as troops in contact (TIC) or personal recovery (PR) and empower the JOC to execute this plan. Understand the second order effects of "pulling" ISR from ongoing operations for these short-notice responses. Recognize that this response plan is temporary; once the situation is resolved these co-opted assets are returned to their original mission.

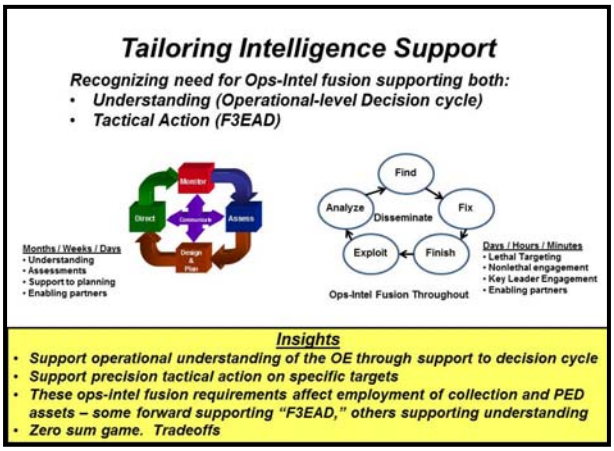
[4] These insights came from several HQs formerly in Iraq and those now in Afghanistan.

- Consider the use of “flex” packages that can be shaped and phased to specific mission sets. These packages can then be deliberately resourced to subordinates to achieve a specific operational effect. An example package could include a shaping package (broad sweep sensors) and a defeat package (with FMV assets) to enable a “persistent stare” capability.
- Capture qualitative feedback on how ISR performs against information requirements. Measures of effectiveness (MOE) for ISR are necessary to assess the relative efficiency and optimal employment of ISR assets. This assists future planning and employment of ISR.
- Ensure J2, J3, and J5 staffs understand the ISR collection management processes, including individual and collective roles within the process to maximize the effects on operations. This includes, at a minimum, a working knowledge of ISR systems, collection and implementation cycles, and processes. Develop competent ISR collection managers and ISR-aware J2, J3, and J5 staffs.
- Recognize the value and agility of an ISR management process that enables pushing specific ISR asset control to the lowest possible echelon in the COIN environment.
- Maintain operational staff involvement/supervision over “UAV technical operators” during collection missions to ensure collection objectives are being met.

5.0 PROCESSING, EXPLOITATION, AND DISSEMINATION (PED). There has been a dramatic increase in ISR collection and an explosion in the amount of data collected. We continue to find that we often collect more than we can process, exploit, and disseminate. We also recognize that the PED resource requirements in terms of the numbers of analysts at the tactical level may never be enough. Our institutions have significantly augmented tactical level units with additional PED support to take better advantage of collection capabilities, but have also recognized the need for an enterprise solution leveraging reachback through a continually improving communication infrastructure. However, we note that in many cases, especially early in operations, effectiveness is the driver, and not efficiency. That said, everyone understands the need to balance collection and PED in accordance with the communication infrastructure by which we will share the intelligence and information. Operational commanders continue to be involved in this tailoring and balancing of collection, PED, and communications.

Recent operations in Iraq and Afghanistan highlight the need for focused intelligence support to tactical formations. Numerous commanders decentralized many of their collection, processing, exploitation, and dissemination capabilities to better support the necessary agility and speed requirements at lower echelons while retaining effective crosstalk and federation means to share information across echelons. This decentralization paid off by improving the agility and flexibility of the force to rapidly collect, process, and share critical information.

Commanders have developed methods and organizations to help rapidly disseminate and share intelligence and information in support of both understanding and tactical action addressed earlier (see figure). The fusion cells in Iraq and Afghanistan focused on directly supporting tactical action. The Information Dominance Center (IDC) at the ISAF Joint Command, and Stability Operations Information Centers (SOIC) and Regional Information Fusion Centers at Regional Command HQs in Afghanistan have focused on increasing situational understanding while also supporting tactical actions.



The operational forces have also relied on a federated approach to strengthening linkages with tactical to national intelligence organizations to take advantage of their respective collection, processing, exploitation, and dissemination capabilities. Federation is an agreement in which one joint intelligence center receives pre-coordinated intelligence support from other joint intelligence centers, Service intelligence organizations, and national agencies. Through federation, J2s can leverage the capabilities of these external intelligences agencies to support intelligence operations.

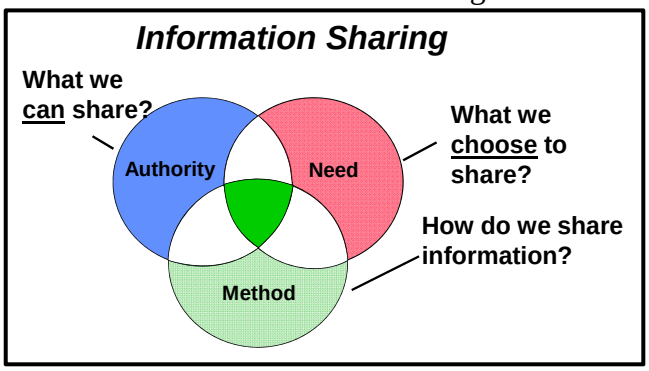
This federated approach has allowed intelligence organizations the ability to push capabilities to lower echelons to support mission accomplishment while providing necessary second and third order analysis and exploitation via reachback. Federation is reliant upon a dependable communication infrastructure.

We have also observed a much greater use of forward liaisons capable of leveraging the larger intelligence PED enterprise to support tactical requirements. We see effective reach-back to both

CONUS and other locations throughout the world in conjunction with these forward liaisons. By leveraging external and internal subject matter expertise, the staff can gain better situational understanding.

Continuing Challenges:

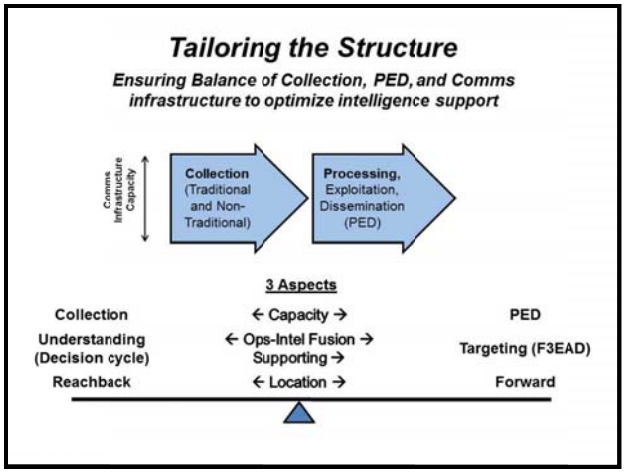
- Cross domain transfer of data and information. There are still cross domain information sharing software (automated) challenges. However, we also find that many staffs are not aware of current cross domain sharing solutions and procedures that allow movement of data across domains (e.g., NIPRNet to SIPRNet).
- Poor "discoverability" of data is due to limited metadata tagging of files in the numerous HQ portal sites. Data exists but is hard to find due to proliferation of SharePoint portals and information not stored with searchable metadata tags.
- Information sharing with partners. The adjacent figure addresses three aspects of this challenge: what we can share, what we choose to share (based on need to know), and how we share the information. We observe backlogs in foreign disclosure processing for sharing with partners. Processing, analysis, and exploitation of information often occur at a higher classification level to leverage all available information. A large amount of produced intelligence combined with a lack of Foreign Disclosure Officer (FDO)/representatives and/or slow disclosure processes can cause a significant backlog in disclosure processing and impact on force effectiveness.



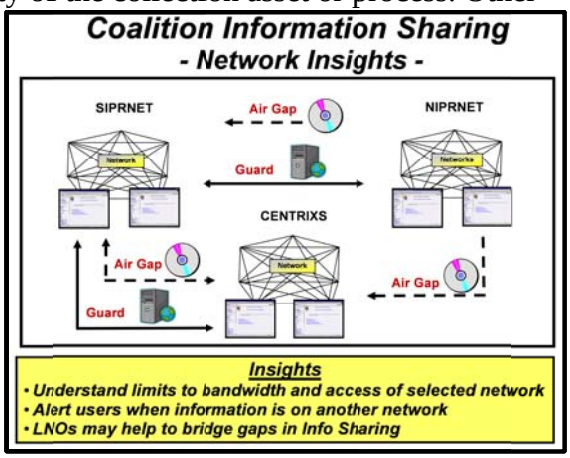
Insights:

- Recognize the need and direct PED to support both:
  - Understanding (supporting the operational-level decision cycle).
  - Tactical Action (supporting named operations, targeting cycle, D3A, F3EAD).
- Tailor the structure recognizing that PED is often the limiting factor in gaining and providing intelligence. Recognize the personnel, space, and procedural limitations in fully resourcing PED in a forward-only posture. Forward PED may not have the capacity to perform all required analysis and data management. Leverage forward PED with federated reachback to ensure agility, speed, and depth of analysis and support.
- Ensure the communications infrastructure supports the forward/reachback concept for collection and PED.
- Instill a "write for release" culture within relevant OPSEC considerations.
- Mandate understanding and use of available cross domain services, metadata tagging to increase "discoverability" of information across portals, and a robust foreign disclosure program with sufficient FDOs to better share information and intelligence.

6.0 COMMUNICATION INFRASTRUCTURE. We have seen the continuing dependent relationship that the collection and PED structure has with the communications infrastructure (see figure). The communication infrastructure will likely be limited early in a crisis. We find that the collection and PED architecture may not be able to fully rely on federation and reachback during this time when the communication infrastructure is immature. Early deployers may also be limited in the ability to process forward due to lack of downlinks, personnel, and other infrastructure limitations. Thus, early deployers will not have the same capacity for situational awareness as those in a more mature communications environment. Forward HQ and reachback organizations must be disciplined in providing information requirements and passing information to preclude overloading both the communications and limited processing and analysis capability in the forward location.



Another aspect of the infrastructure is the impact that various classification networks have on collection and PED. As noted earlier, collection, processing, and analysis may often occur on higher classification networks based on the sensitivity of the collection asset or process. Other collection may be at the unclassified level. However, many of the commands we visit desire most of their information sharing to occur on the network most easily accessible by the preponderance of forces. In a coalition, this may be some form of coalition network. Thus, that network and associated application software must have sufficient robustness and interoperability to allow the desired information sharing. This includes use of a portal on the common "coalition" network (see figure).



Insights:

- Develop the intelligence structure accounting for the existing and planned communications infrastructure. Maintain close coordination with the network developers and software application suites.
- Determine the various networks over which the intelligence functions will operate. Plan for information sharing requirements with stakeholders and the associated network/PED implications.

7.0 INTELLIGENCE STAFF ORGANIZATION INSIGHTS. Intelligence staffs have evolved to support the broader mission sets and focus on ops-intel synergy described in this paper.

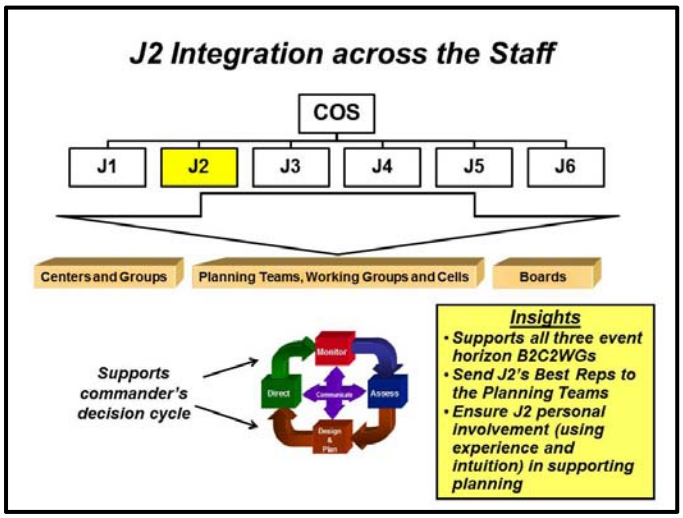
Analysis. Their analytical sections have expanded beyond a military threat-centric capability into many of the other areas denoted by "PMESII." They have also brought in numerous stakeholders or established reach-out to those organizations to gain increased expertise, depth, and insight across the less military-oriented areas. They have also reached out across the staff to leverage their respective areas of expertise (e.g., engineers and civil affairs). Lastly, they use a tailored mix of both geographic (e.g., paralleling subordinate organization operational areas) and functional (e.g., financial networks) based teams to analyze the OE. These sections have also expanded their support to targeting beyond a lethal focus. We see both lethal and nonlethal targeting development support by the analysis section that often provides both a lethal-oriented target list and shaping and influencing nonlethal target list to provide the basis for targeting actions.

Collection Management. Per earlier discussion, the collection management sections have also matured greatly. The significant increase in ISR platforms and need for agility has made these sections much more visible to the operators. No longer is ISR collection management a relatively unknown section outside of the J2. The collection management section continues to be closely integrated with the J2 Plans and J6 Communications Directorate to ensure the collection strategy is supportable from a communications architecture perspective.

Plans. Every J2 we have visited has a J2 Plans section. This plans section focuses on overall J2 future planning and support to the HQ future plans and future operations planning teams. This section often provides the J2 representation to the HQ planning teams supporting both "threat/OE" estimates as well as addressing necessary intelligence/ISR capabilities to support the respective planned operations.

FDO. While foreign disclosure is a HQ (and force) imperative, the intelligence staffs must dedicate qualified individuals to this function due to the scope of work.

Staff Integration. In general, most of the J2 staffs effectively support other HQ staffs and B2C2WGs. As depicted in the figure, they support relevant B2C2WGs and normally provide dedicated planners to the Future Operations and Plans sections. The J2s have developed numerous processes to ensure this support does not become delinked from the rest of the J2. We often see scheduled meetings to vet J2 products being provided to other staff efforts. The J2 is often personally involved using experience and intuition to coach and guide these activities.



This page intentionally left blank

Glossary
Abbreviations and Acronyms

APAN – All Partners Access Network
CCIR – Commander's Critical Information Requirement
COIN – Counterinsurgency
CONUS – Continental United States
DSCA – Defense Support to Civil Authorities
DTD – Deployable Training Division
F3EAD – Find, Fix, Finish, Exploit, Analyze, and Disseminate
FDO – Foreign Disclosure Officer
FMV – Full Motion Video
GMTI – Ground Moving Target Indicator
HNIR – Host Nation Information Requirements
HUMINT – Human Intelligence
HQ – Headquarters
IAA – Incident Awareness Assessment
IDC – Information Dominance Center
ISR – Intelligence, Surveillance, and Reconnaissance
J2 – Intelligence Directorate of a Joint Staff
J3 – Operations Directorate of a Joint Staff
J5 – Strategic Plans and Policy Directorate of a Joint Staff
JDEIS – Joint Doctrine, Education, and Training Electronic Information System
JIPOE – Joint Intelligence Preparation of the Operational Environment
JLLIS – Joint Lessons Learned Information System
JOC – Joint Operations Center
JSTARS – Joint Surveillance, Targeting, and Attack Radar System
JTF – Joint Task Force
MASINT – Measurement and Signal Intelligence
MOE – Measures of Effectiveness
NIPRNet – Nonsecure Internet Protocol Router Network
NTISR – Non-traditional Intelligence, Surveillance, and Reconnaissance
OE – Operational Environment
OPSEC – Operations Security
PED – Processing, Exploitation, and Dissemination
PMESII – Political, Military, Economic, Social, Information, and Infrastructure
PR – Personnel Recovery
PRT – Provincial Reconstruction Team
SIGINT – Signal Intelligence
SIPRNet – SECRET Internet Protocol Router Network
SOIC – Stability Operations Information Centers
TIC – Troops in Contact
TTP – Tactics, Techniques, and Procedures
UAV – Unmanned Aerial Vehicle

This page intentionally left blank

The Joint Staff J7
116 Lake View Parkway
Suffolk, VA 23435-2697

Approved for public release; distribution is unlimited