



### Considerations for Leaders

#### The CIC is the Commander's asset:

- Provide daily guidance and clarify intent.
- Be willing to listen to your "intel advisors."

#### Pick the right people:

- Must be capable of performing company missions; must have credibility within the company.
- Minimum of 2 pax; 4-6 is ideal.

#### Be flexible and stick to it:

- It will take time to develop the CIC to its fullest capability.
- It will take time to adequately understand the COIN Terrain and the enemy.

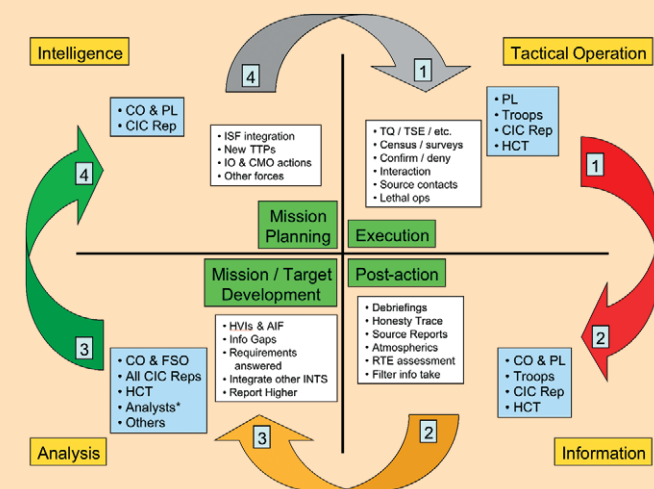
#### Do you know everything about the "Terrain" in your operating environment?

- If not, you should have many questions—Information Requirements—about your Terrain.
- Information Requirements translate into missions to gather more information to enable better operations.

#### Intelligence drives Operations; Operations are conducted to gather more Intelligence.

- Find the Enemy—THINK to Contact!

Company-level intelligence development is internal to your MDMP and Troop Leading Procedures.



### CIC Must Do's

Must report information higher (BN) and laterally (other companies).

Must show a graphic display of the information.

#### MUST THINK OUTSIDE OF THE BOX!!!

Think asymmetrically and frequently ask yourself, "If I were an adversary, what could/would I do?"

#### The Art of the Possible.

#### Must Do's:

- You must share information—how will you move info higher and laterally?
- You must have a method for cataloging, databasing, retrieving, and analyzing data over time.
- Prebriefings and debriefings must occur—you have to set the standard and enforce it.
- You must work closely with the Battalion S2.
- Determine your info gaps.
- Train and cross-train!

## Step 1: Develop/Re-evaluate Specific Information Requirements (SIRs)

### Develop SIRs

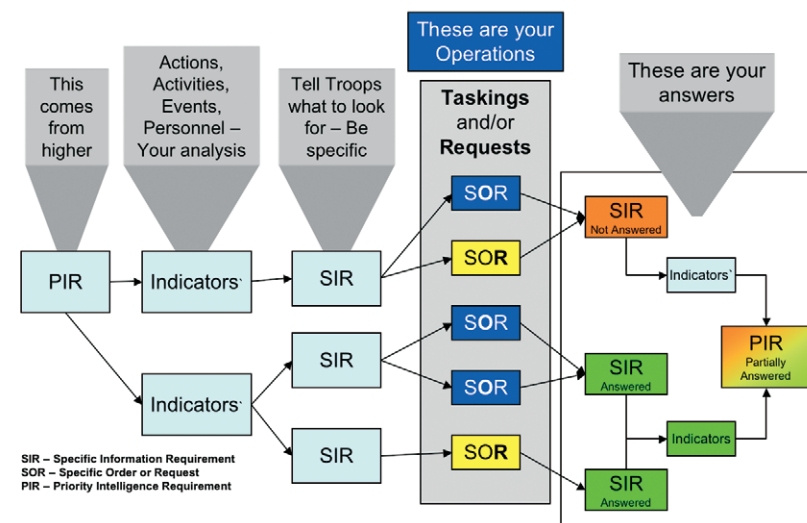
Ask yourself the following questions:

- What are the Commander's SIRs (purpose and intent)?
- What don't you know about your lethal and non-lethal targets?
- What information completes the targeting process?
- What information do you need—to find, close on, and adequately engage the target?

#### Find the Information Gaps

### Re-evaluate SIRs

- Based on new data you will need to re-evaluate your SIRs.
- The enemy will adjust their operations to counter yours. Because of this you must constantly re-evaluate requirements and develop new SIRs.
- Always be flexible and adjust your focus to ensure you are collecting the most relevant data.
- Always gather feedback from the commander and other staff to determine if you are providing the right information. If not, why?



## Combat Intel Cycle

- Step 1:** Identify what you know and what you need to find out.
  - Develop targets, both lethal and non-lethal.
- Step 2:** Tell the Sensor what to look for during pre-patrol briefs.
  - BE SPECIFIC. Use plain language. Tell why it is important.
- Step 3:** Employ the Sensor.
  - Plan and conduct missions to gain information and feed target development.
- Step 4:** Debrief the Sensor.
  - What did they collect that answers your specific questions?
  - Pull any and all data from the Sensor using patrol debriefs.

## Step 4: Consolidate Data from the Sensor

The sensors have returned! This is the standard for EVERY debrief:

- EVERY member of the patrol participates. (The team member with less experience might have seen something the more experienced member did not.)
- Establish a "no rank" debrief.
- Get answers to tasked information requirements first.
- Each individual will go through each event.
- Have a relaxed place (if possible) to hold the debrief. It is going to take some time to complete; be comfortable.
  - NOT an AAR.
  - NOT a critique.

When conducting the debrief the following hints help:

- DO NOT ask leading questions.
  - ✗ WRONG: Did they go left?
  - ✓ RIGHT: Which way did they go?
- DO NOT accept "yes" or "no" answers.
- Use the chronological method: From the time the patrol exited to the time it returned, no matter how long or what occurred. What happened start to finish?

Analyze data and reassess what you know and what you still need.



Every Soldier Is a Sensor!

- Record actual movement vs. planned movement—honesty trace.

### Honesty Trace

- Track all company elements' movement over time (actual vs. planned).
- Identify friendly patterns before the enemy can exploit them.
- Look for friendly actions that correlate to enemy activity.

### Target Development

The SIRs and COAs are developed; target development is your next focus.

Look at the target list and determine what information you have and what information is still needed. Add potential targets as necessary.

Examples of information to research or collect for target development:

- Enemy locations and activities (e.g., grids, imagery, types and methods of attacks, etc.).
- Types, quantity, quality, and capability of equipment used.
- Persons associated with an individual, group, event, location, or object of interest.

### Courses of Action

ENEMY: The potential enemy courses of action (COA)

- The CIC tells the Commander what, according to the information, the enemy can/might do.
- Multiple COAs should be considered so that your collection and analysis focus is not single-minded.
- Predicting the enemy's COA is an ever-evolving process.
  - Look for patterns in their actions.
  - Be predictive! What is the enemy likely/unlikely to do next?
  - It is a graphic illustration of what you expect to happen.
  - It should be constantly updated along with all other SIRs.

FRIENDLY:

- COA development follows target development so that the most current threat data is used in developing friendly COAs—unit missions.

## Step 2: Prebrief the Sensor

After the SIRs are determined the sensors must be briefed on what to SPECIFICALLY look for and collect.

The following information should be included (at a minimum):

- Last 24 hours' significant activities.
- Current assessments and future expectations.
- Updates on Key Personalities, groups, events, and threats.
- Collection assignment (recon focus).
- Be On Look Out (BOLO) lists.

Address the COIN Terrain:

- Population
- Infrastructure
- The actual terrain

No briefing = No data!

Prebriefing the Sensor is included in the enemy situation and execution paragraph of the operations order.

## Step 3: Sensor Collection

During the prebrief you told them what to collect and why it's important.

While the sensors are collecting (e.g., conducting missions), prepare for the data return—Battle Track!

- Prepare the debriefing area by gathering all items and tools needed.
- Research any data that may have been disseminated since the sensor prebrief.
- Prepare an outline of topics and questions for the sensor debrief.





# Analysis

- The debrief is over and you have a mountain of information; it's now time to analyze.
- When analyzing new information it is important to remember to:
    - Review the information thoroughly!
    - Cross-reference the information with past reporting and events.
    - Do not try to manipulate or change information to correspond with a theory you are trying to prove.
    - Think about other assets you can draw information from.
    - Share your data laterally and higher!

The purpose of analyzing information is to PREDICT what will happen next.

- It is important to remember the following about predictive analysis:
- It is based on established patterns.
  - It only determines the LIKELIHOOD of a future occurrence.
  - It is influenced by external and internal events.
  - It is not 100 percent assured.
  - It is not risk free.

When conducting research and analysis you must store the information in a way it is easily retrievable. This is done by building databases.

# Analysis Tools

- Graphs
- Timelines
- Pattern Wheels/Grids
- Association Matrix
- Activities Matrix
- Link Diagrams
- Event Maps
- Time-Event Charts

- Graphically display all pertinent information from your AO and AI.
- Pictures, diagrams, etc., ensure the entire Company has the same Common Operating Picture and Situational Awareness.
- Analysis tools are effective briefing tools.

TOOLS ARE NOT ANALYSIS

# References and URLs

- FM 3-24—Counterinsurgency, Dec 06
- FM 2-91.4—Intelligence Support to Operations in the Urban Environment, Aug 05
- MNC-1 Passive HUMINT Collection TTP, Aug 04
- 2-91.6—Small Unit Support to Intelligence, Mar 04
- X-File 2-1.1 MCWL—Company Intelligence Cell in SASO, undated

## NIPRNET Sites

- AKO Intelligence page—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > Home
- DA IIS-Portal—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > DA-IIS Research Portal > DA-IIS Portal :: Home
- KnIFE <https://uhqerm01.jfcom.mil/KnIFE>

## SIPRNET Sites

- NGIC <https://www.ngic.army.smil.mil>
- KnIFE <http://KnIFE.jfcom.smil.mil>
- NGA <http://www.nga.smil.mil>
- INTELINK Central <http://www.ismc.sgov.gov>
- JIEDDO COIC <http://22.2.183.35/>
- DA IIS-Portal <http://dadpm.inscom.army.smil.mil>

## Iraq SIPRNET Sites

- CIDNE <http://22.30.3.81>
- CIOC Baghdad <http://22.30.117.155/ciocbaghdad/default.aspx>

## Afghanistan SIPRNET Sites

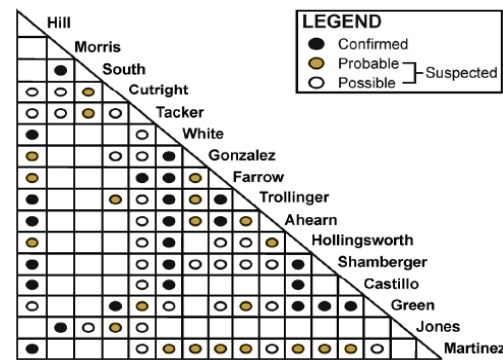
- CJTF82 <http://www.cjtf76.centcom.smil.mil>

# Analysis Tools

## Association Matrix

The "WHO"

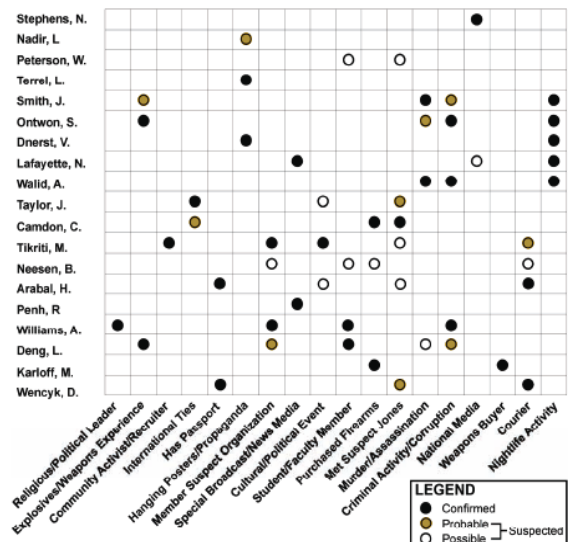
- Shows WHO is associated to WHO.
- Display both known and suspected associations—be conservative.
- Maintained for longevity
  - Basis for the Link Diagram



## Activities Matrix

The "WHAT"

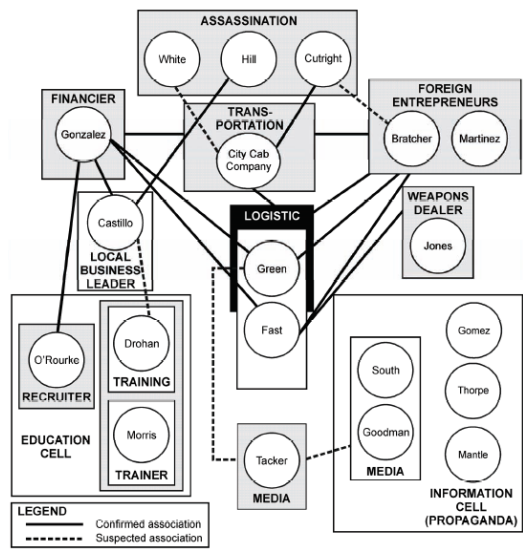
- Shows WHO is associated to WHAT
- The WHAT can be a/an
  - Event
  - Group
  - Location
  - Item
  - Activity
  - Position
- Display both known and suspected associations—be conservative.
- Maintained for longevity
  - Basis for the Link Diagram



## Link Diagram

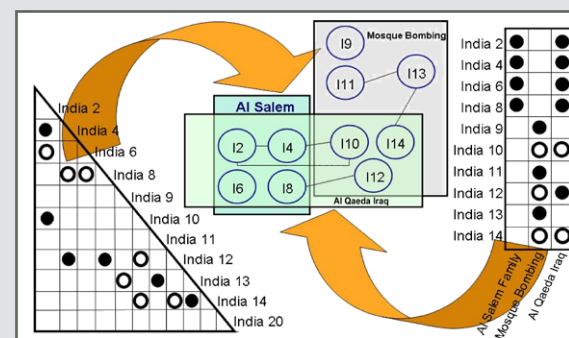
The "HOW"

- Combines information from both Association and Activities Matrices.
- Shows interrelationships that would otherwise not be clearly understood.
- Makes it easier to read and interpret large amounts of information.
- Avoid trying to create Link Diagrams without first building the Matrices.
- Can be built and rebuilt to display information in different ways.



## Identifying Command and Control/Lines of Communication

The Association and Activities Matrices feed into the Link Diagram. With these you can see a clearer picture of not only WHO the enemy is but WHAT he does and who he KNOWS.



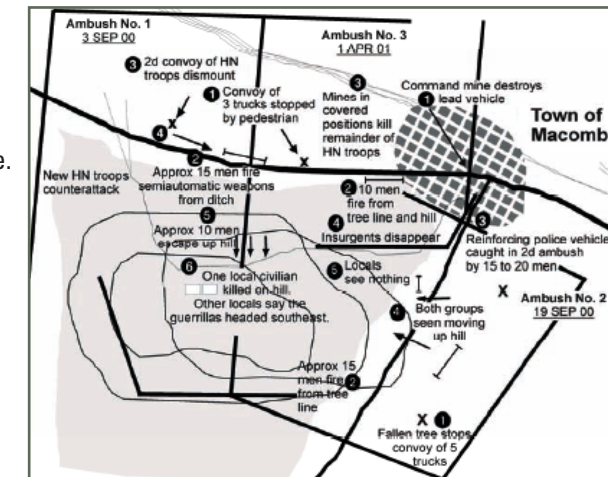
## Identifying Patterns and Event Relationships

Using different pattern analysis tools you can identify when an event does/does not occur and when it might happen again.

## Coordinate Register (Incident Map)

The "WHERE"

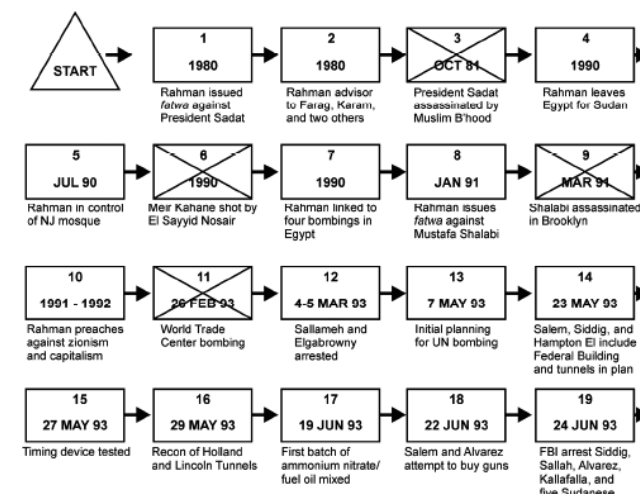
- Track threat activity in a given area over time.
- Use and layer various overlays to create different pictures of the terrain.
- Use multiple Coordinate Registers—can encompass
  - One grid square to several kilometers
  - Towns or other urban areas
  - Tier 1 sites, HVTs, etc.



## Time-Event Charts

The "WHEN"

- Semi-graphic chronological listing of activities or events.
- Charts a historical perspective of larger-scale patterns.
- Reveals patterns in time and place—time between events.
- Reveals patterns in activities.



## Pattern Wheel and Table

The "WHEN"

- Rings = days.
- Wedges = hours of the day.
- Table = days of the month.
- Must use the wheel and table together.
- Periods of inactivity are just as important as clusters of activity.

