

APPENDIX D

COLLECTION PLAN FORMATS AND INSTRUCTIONS

Although there is no prescribed collection plan format, we recommend the two formats described here for two reasons: They can be easily tailored to support

your mission or unit requirements, and they list the collection assets available to you.

STANDARD COLLECTION PLAN FORMAT

The first format is designed to support most conventional battlefield collection management (CM) requirements and some specific military combat operations in a LIC environment. Figure D-1 shows an example of this type of collection plan format.

Figure D-2 gives instructions on how to fill out the major parts of the collection plan format. Additional details on the CM process and this collection plan are in FM 34-1 and FM 34-2.

The standard collection plan format is a valuable aid during all phases of the CM process. Written collection plans help the CMO focus his efforts and work toward solving PIR and IR, such as threat capabilities and **vulnerabilities**

The amount of detail needed, of course, depends on the particular requirement to be satisfied and the amount of overall collection effort required. For some operations, a collection plan might be as simple as a list of available collection resources, brief notes, reminders about current intelligence requirements, or specific information that must be collected. For other operations, more complex plans may be required.

LIC operations often have several PIR and IR that require detailed analysis and extensive collection effort over longer periods. Figure D-3 shows examples of LIC PIR and IR developed for support to a counterinsurgency.

THE DISPERSED BATTLEFIELD COLLECTION PLAN FORMAT

The second format is designed to support dispersed battlefield collection management requirements. This format is particularly suited to meet LIC CM requirements and is the tool you use to manage and answer the large amount of highly diverse PIR and IR generated in a dispersed environment.

Although detailed, the format simplifies CM tasks and can be filled out manually or by computer. It assists in identifying, collecting, and reporting tasks during all phases of the CM process as shown in Figure D-4.

The format is easy to use and requires only four steps:

- List and prioritize PIR and IR—assign PIR numbers and IR letters for control and prioritization.
- Determine potential indicators—prioritize those that will answer the PIR and IR. Any indicator that does not answer the PIR or IR is deleted.
- Determine specific information requirements (SIR)—analyze the indicators and target

characteristics. Then prioritize the SIR and determine the appropriate collectors.

- Prepare the tasking list—task the various collectors with an easy-to-read and understandable prioritized SIR list.

LIST AND PRIORITIZE PIR AND IR

The first step is to list and prioritize the PIR and IR. As in all collection plans, the dispersed battlefield collection plan format is designed to assist the G2 or S2 in answering the commander's PIR.

However, these PIR and IR are not immediately added to the collection plan. Instead, they are posted next to the plan and given numerical and alphabetical designators, as shown in Figure D-5. The most important PIR is 1, the next is 2, and so on. IR are given alphabetical designators and prioritized the same way as PIR. This allows collection managers to continually add, revise, and reprioritize PIR and IR. Use these numbers and letters in the PIR and IR column on the collection plan to cross-reference specific PIR or IR.

CLASSIFICATION

UNIT: _____		COLLECTION PLAN										PERIOD COVERED: FROM _____ TO _____		
PRIORITY INTELLIGENCE REQUIREMENTS AND INFORMATION REQUIREMENTS PIR 1. Where and in what strength are threat forces?	INDICATORS OF INTELLIGENCE REQUIREMENTS a. Areas of enemy activity. b. Discovery of weapons and new trails within the AC. c. Introduction of new tactics by insurgents.	AVENUE OF APPROACH FROM TQ 8720 TO UQ 8273	MOBILITY CORRIDOR NO FROM _____ TO _____		TIME NET NLT	SPECIFIC INFORMATION OR REQUESTS Report increased border crossing VIC TQ8020, TQ3218 and TQ0813.	OBSERVED TIME	AGENCIES TO BE EMPLOYED					HOUR AND DESTINATION OF REPORTS As obtained As needed	REMARKS Briefly state specific information to be sought that will substantiate each indication. Specific information needs become the basis for orders and requests to collect information. (List all available units that can be employed in the collection of required information.) Place an "X" under each unit that can acquire the specific information sought. Circle the "X" under the unit actually assigned collection action.
		NAMED AREA OF INTEREST NA 2 50 km	NA D+8	Report increased border crossing VIC TQ8020, TQ3218 and TQ0813.										
		AVENUE OF APPROACH FROM _____ TO _____	MOBILITY CORRIDOR NO FROM _____ TO _____		TIME NET NLT	SPECIFIC INFORMATION OR REQUESTS Report discovery of caches containing D+8 weapons.		AGENCIES TO BE EMPLOYED						
		NAMED AREA OF INTEREST NA 1 10 km	NA D+8	Report discovery of caches containing D+8 weapons.										
		AVENUE OF APPROACH FROM _____ TO _____	MOBILITY CORRIDOR NO FROM _____ TO _____		TIME NET NLT	SPECIFIC INFORMATION OR REQUESTS Report insurgent changes in recruitment.		AGENCIES TO BE EMPLOYED						
		NAMED AREA OF INTEREST NA 1 10 km	NA D+8	Report insurgent changes in recruitment.										

CLASSIFICATION

Figure D-1. Standard collection plan format with sample entries.

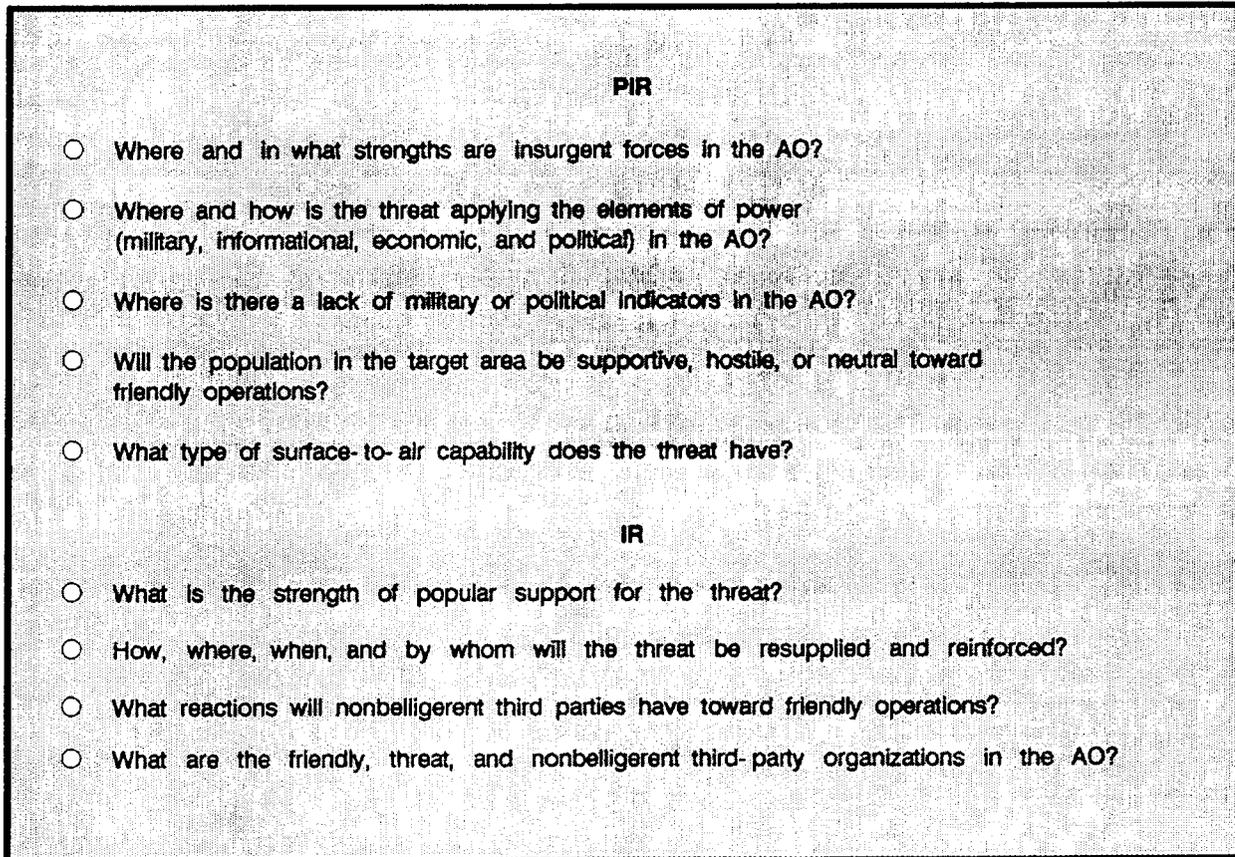


Figure D-3. Some examples of LIC PIR and IR.

DETERMINE POTENTIAL INDICATORS

Second, determine what activities in, or characteristics of, the operational area will answer the PIR and IR. This procedure is called determining indicators. An indicator is any positive or negative evidence of threat activity or any characteristic of the operational area that points toward threat capabilities, vulnerabilities, or intentions.

The ability to read indicators (including deception indicators) contributes to the success of friendly operations, since indicator analysis is the basis for your recommendations to the commander for a specific COA.

Potential indicators are written and analyzed to determine if they can answer any of the established PIR and IR. All indicators that answer one or several PIR or IR are prioritized. Any indicator that does not answer PIR or IR is deleted. This is a very important step.

The resulting list of indicators forms the basis for collection tasks. By knowing what indicators satisfy PIR

and IR—and the most likely methods and places of finding them—you can determine specific collection tasks and assign them to your collection resources.

CMOS need a thorough knowledge of the threat, the characteristics of the AO and the general capabilities of collection assets before they can translate the commander's PIR and IR into indicators. This includes a detailed knowledge of the—

- Threat organization, equipment, and doctrine.
- Biographical data on major personalities.
- Present and past performance of units and organizations.
- Terrain and weather constraints.
- Patterns of current operations.
- Degree of popular support.

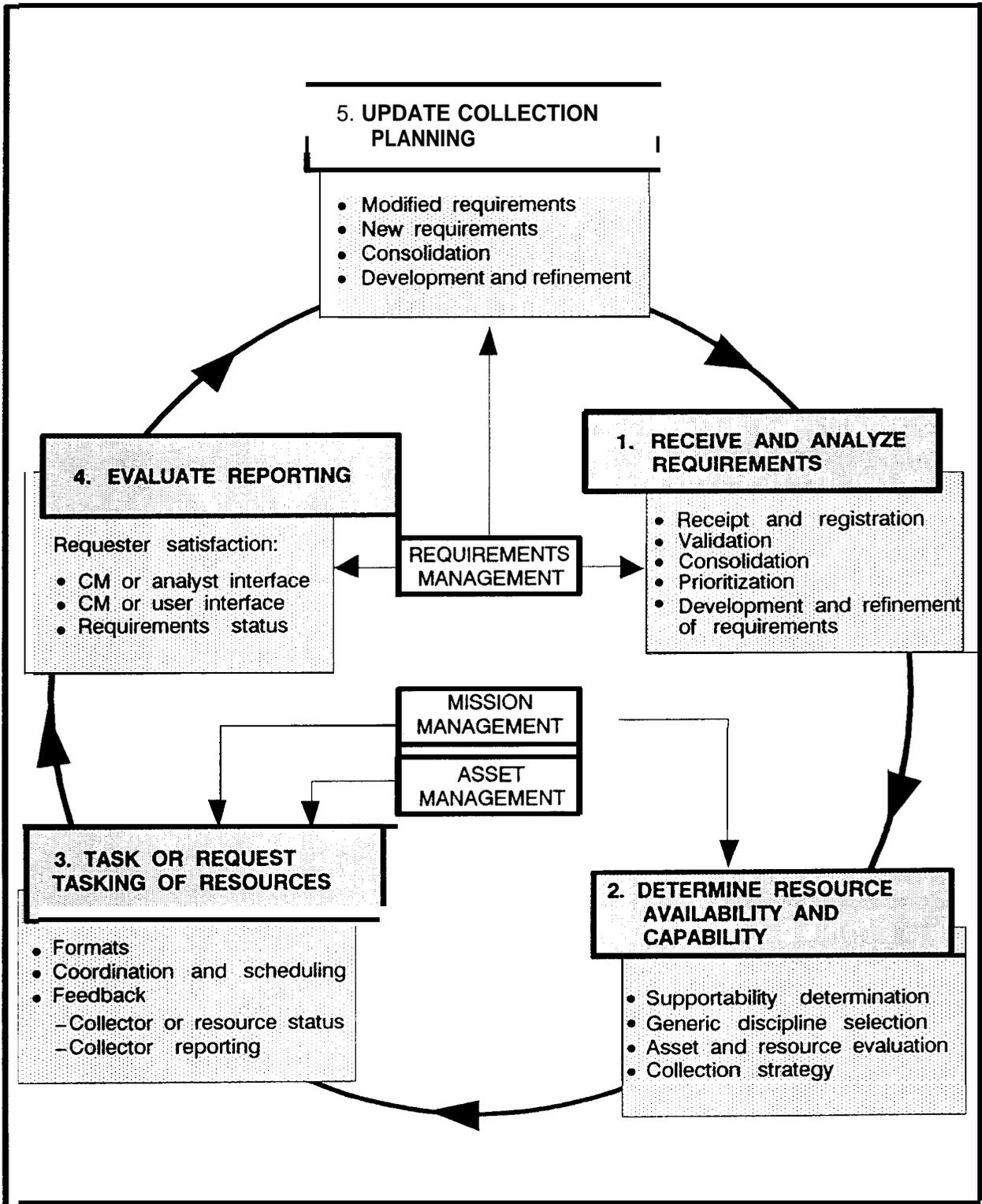


Figure D-4. Collection management process.

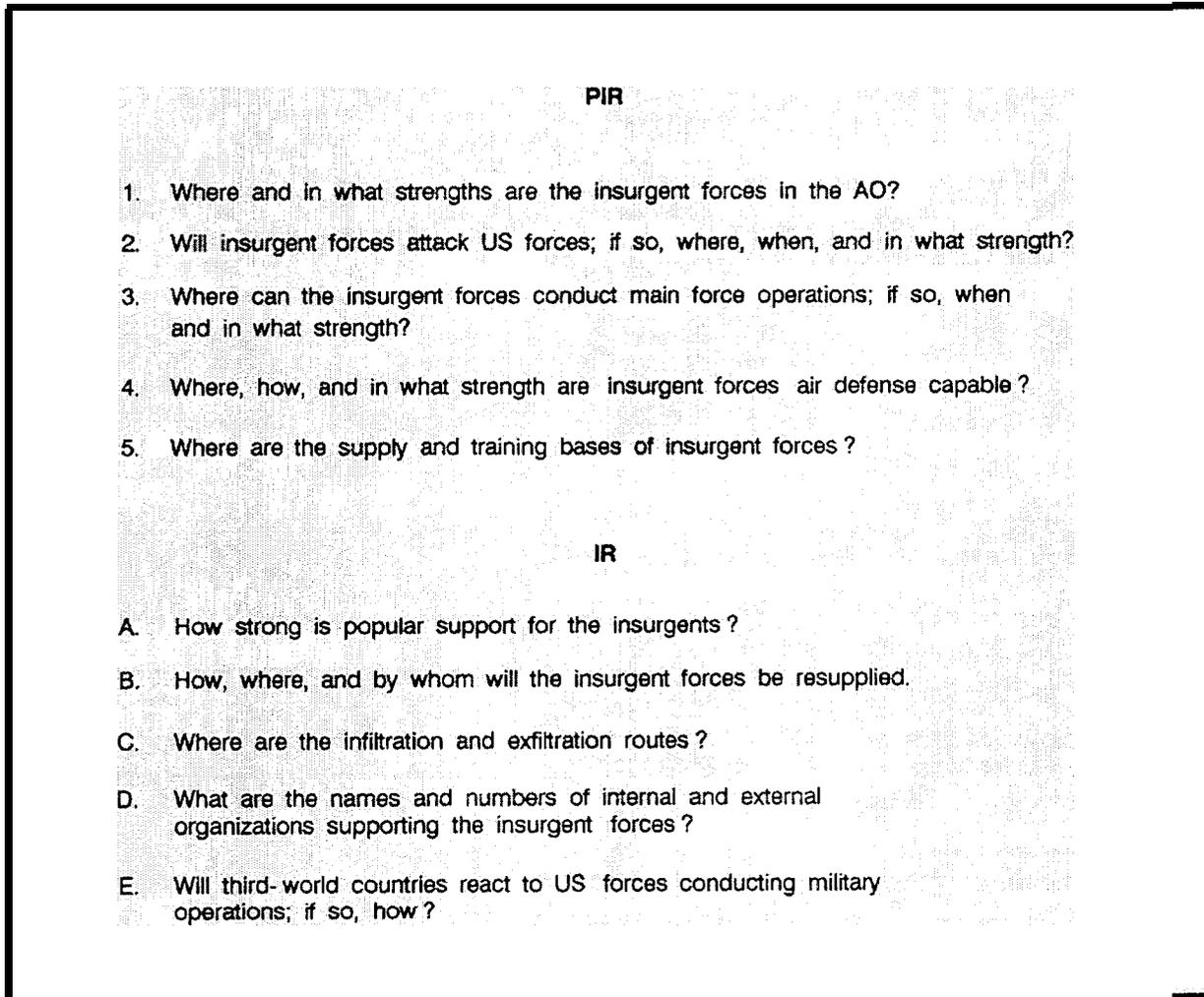


Figure D-5. Examples of prioritized dispersed battlefield collection PIR and IR.

CMOS must also understand the circumstances and support required for a particular indicator to occur. These include but are not limited to a detailed knowledge of the—

- Amount and availability of support required for a particular action and activity.
- Normal doctrinal activity or disposition.
- Activity required for a particular COA.
- Actions within threat capabilities and limitations.
- Characteristics of foreign commanders.
- Possibility or practicality of operations.
- Collection characteristics.

- Identification of target characteristics.

Established patterns also can be used to determine indicators. Often these existing patterns link a particular event or activity to probable COAs. Sometimes, they can even be used to determine when and where that activity might occur. Patterns help to decide—

- Where to look.
- When to look.
- What to look for.

Indicator Examples

Indicators can be broken into three categories:

- Immediate threat indicators.

- Preparatory indicators.
- Secondary indicators.

All three categories appear at strategic, operational, and tactical levels.

Immediate Threat Indicators. As the name implies, these are indicators of threat activities that are in progress or, better yet, about to happen. They are developed by analyzing threat tactics, movements, activities, and final preparations. This includes indicators for imminent nonviolent acts such as—

- Demonstrations.
- Sit-ins.
- Drug harvesting, processing, and transport.

These are some examples of immediate threat indicators for an attack:

- Increased threat movement towards possible objective.
- Increased threat infiltration into staging areas within 12 to 24 hours' walk from possible objective.
- Reports of cache recovery near possible objective.
- Heavily armed reconnaissance.

The following are some examples of immediate threat indicators for a violent demonstration—all of which show an imminent threat:

- Presence of known or suspected agitators in schools or public gatherings.
- Stockpiling of rocks, homemade weapons, gasoline bombs, and material that can be used for building barricades.
- Presence of threat-oriented media at places of public gatherings.

Preparatory Indicators. These are activities which a threat has to complete prior to executing a COA. They are developed by analyzing all the intelligence, planning, training, and logistical activity that the threat has to undertake in order to successfully carry out a COA.

For an attack, these could include—

- Lightly armed reconnaissance elements that avoid or break contact quickly.
- Stepped-up training.

- Construction of mock-ups.
- Stockpiling supplies in base areas and near potential objectives.

For street demonstrations, these could be—

- Pro-threat political meetings prior to a national holiday or observance.
- Posting of banners and other media announcing mass meetings or rallies.
- Low-level incidents designed to create discontent among the population.

Preparatory indicators may also show up in the I&W system as strategic indicators. These can manifest themselves as diplomatic or material support from other countries both in and outside the region. Some examples are—

- Regional powers making political statements in support of the threat.
- Pro-threat countries breaking UN or other world body-sponsored embargoes or blockades.
- Overt or covert arms shipments.

Secondary Indicators. Secondary indicators reflect threat activity on the civilian populace. They are developed by analyzing the interrelationship between tactical level preparatory indicators as well as by evaluating their effects on the civilian population, economy, and commodities. For example, if the threat has long-range plans for a large-scale offensive, there will be some preparatory indicators such as logistics, training, and others.

However, there may also be some more subtle secondary indicators such as reported shortages and large purchases of food, medicine, hardware, and other seemingly innocuous or non-lethal material.

Secondary indicators can also appear in other intangible ways, such as attitudes, fears, and reactions among the civilian population. Some examples are—

- Locals who refuse to talk to authorities.
- Drops in school attendance.
- Drop in attendance at festivities, dances, and other entertainments.

Another way to develop indicators is to study past threat activity and patterns. Although this can be

extremely useful, we must consider the threat's ability to alter or change its modus operandi. This is an important thing to remember when analyzing indicators.

Indicator Worksheet

Figure D-6 shows a sample format to aid you in determining indicators. The breakdown of the indicator worksheet is as follows—

- The far left column is the indicator number (IND NO). It is used as a reference point. Each line is labeled to quickly orient analysts.
- The next column is INDICATOR. All potential indicators are written and analyzed to determine if they answer any PIR or IR.
- The third column is the PIR NUMBER AND IR LETTER. The ASPS records the PIR number and IR letter that can be answered by the corresponding indicator. For example, indicator 1 may provide information regarding PIR 1 and 5 and IR A, B, and C. Your CMO inserts 1 and 5 and A, B, and C in the appropriate block. If an indicator fails to support any PIR or IR, it is quickly replaced.
- The fourth column is the INDICATOR PRIORITY. In this column each indicator is prioritized.

CMOS determine which indicator answers the most important PIR and IR and ranks them accordingly.

For example:

- Indicator 1 answers PIR 1 and 5 and IR A, B, and C.
- Indicator 2 answers PIR 1, 2, and 5 and IR B and C.
- Indicator 3 answers PIR 1,2, and IR A, B, D, and E.

After ranking by your CMO, indicator 1 would be the 17th priority, 2 the second, and 3 the third priority.

Prioritization Matrix

The following steps determine the priority of a large number of indicators or SIR. Figure D-7 is an example of a prioritization matrix.

Step 1. Mark PIR and IR. On graph paper, mark your PIR and IR down the left column. Allocate the weighted value of each PIR and IR (in brackets next to the PIR and IR). You can set the value of each PIR and IR by counting the number of PIR and IR and then giving the highest PIR the highest number and each

successive PIR and IR a lower number (as shown in Figure D-7).

Alternately, you can place a greater weighting on individual PIR and IR to accurately reflect the relative importance of each PIR and IR. Doing this, as you will see, reduces conflicts within the matrix. You determine the value of each PIR and IR.

Step 2. Mark Indicator or SIR. Mark the indicator or SIR numbers across the top row.

Step 3. Use Indicator Worksheet. Using the dispersed battlefield indicator worksheet, place an X in the appropriate position within the matrix to indicate which PIR, IR, indicator, or SIR it answers.

Step 4. Use Weighted Values. Using the weighted value allocated to each PIR and IR, add the total value of each indicator or SIR. This will give an overall weighting for each indicator or SIR.

Step 5. Determine Priorities. The indicators or SIR with the highest weighted values have the highest priority. Those with lower weighted values have lower priorities. In cases where two or more indicators or SIR have the same weighted value, discriminate which has the highest priority.

DETERMINE SIR

In the third step, the ASPS analyzes the prioritized indicators and target characteristics to determine the SIR. SIR are the basic questions that need to be answered to confirm or deny the validity of an indicator.

For example, the first PIR asks where and in what strength are the insurgent forces in the AO (see Figure D-5). Some indicators that may assist in answering this requirement are—

- Locations of threat base camps.
- Locations of threat cache sites.
- Establishment of new and unexplained agricultural areas or recently cleared fields.
- Size and location of threat cells, groups, and units.
- Unexplained weapons firing or explosions in the countryside.

All the above indicators can assist in answering the first PIR. These indicators are now analyzed to develop SIR. Some examples of SIR for the indicator locations of threat cache sites could be—

IND NO	INDICATOR	PIR NO IR LTR	INDICATOR PRIORITY
1	Locations of threat base camps	1,5,A,B,C	17
2	Locations of threat cache sites	1,2,5,B,C	2
3	Degree of insurgent popular support	1,2,A,B,D,E	3
4	Establishment of new unexplained agricultural areas, or recently cleared fields	1,3,5,B	12
5	Size and location of threat forces	1,2,3,5,B	1
6	Unexplained weapons firing or explosions in the country side	1,5	20
7	Threat reconnaissance activity	2,C	27
8	Attitude of local populace toward government and threat forces	1,2,A,B	5
9	Threat propaganda efforts	2,A,D,E	26
10	Disappearance of populace from previously populated areas	1,2	9
11	Avoidance of certain areas by the populace	1,2	10
12	Equipment found in threat cache sites	1,3,4,5, A,B,C,D	11
13	Unexplained trails	1,5,C	19
14	Threat use of air defense weapons or small arms against aircraft	1,4	13
15	Significant changes in threat TTP	2,3,A,D	25
16	Sabotage attempts against supply depots, ammo supply points, ammo facilities, and LOC	1,2	8
17	Significant movement of civilians and refugees	1,A,C	22
18	Location and type of threat indirect fire		
19	Names and number of internal organizations supporting threat	1,5,A,B,D	18
20	Names and number of external organizations supporting threat	1,5,A,B,D,E	15
21	Failure of police or information nets to report correctly	A,D	32
22	Attacks on communications sites		
23	Damage to roads, airfields, and helipads in the operational area	1,3	14

Figure D-6. Dispersed battlefield Indicator worksheet.

INDICATORS of SIR PIR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
1 (10)	x	x	x	x	x	x		x		x	x	x	x	x		x	x		x	x			x	
2 (9)		x	x		x		x	x	x	x	x				x	x								
3 (8)				x	x							x			x									x
4 (7)												x		x										
5 (6)	x	x		x	x	x						x	x						x	x				
A (5)	x		x					x	x			x			x		x		x	x	x			
B (4)	x	x	x	x	x			x				x							x	x				
C (3)	x	x					x					x	x				x							
D (2)			x						x			x			x				x	x	x			
E (1)			x						x											x				
TOTALS	28	32	31	28	37	16	12	28	17	19	19	45	19	17	24	19	18	0	27	28	7	0	18	
RANK ORDER	5*	3	4	5*	2	11	12	5*	10*	8*	8*	1	8*	10*	7	8*	9*	-	6	5*	13	-	9*	
* TIED SCORE: Resolved by analyst.																								

Figure D-7. Prioritization matrix.

- Report any Signs of digging in area Gold.
- Report contents of all caches discovered in area Gold.
- Report any information concerning insurgent cache techniques and procedures.
- Examine and report any unexplained dead foliage.

Accurate determination of indicators and SIR is essential for effective collection management. Knowing where, when, and what to look for helps in selecting what to look with.

This process maximizes the use of limited collection assets against an array of collection targets. After indicators and SIR are prepared, the ASPS passes them to the CM&D section for asset tasking.

The CMO prioritizes the SIR and tasks appropriate sources to answer them. The list of taskings for each source also should be prioritized. All of this can be completed in this step. The dispersed battlefield collection plan format provides the CMO with an effective format to organize and monitor this task.

An example of a completed collection plan using the dispersed battlefield collection plan format is at Figure D-8.

The far left column of the format is SIR NUMBER. It is used as a reference point. Each line is labeled numerically to quickly orient personnel to the SIR on the worksheet.

The next column is TIME. List the start and stop times the corresponding SIR should confirm or deny a particular SIR. These SIR may be extremely time sensitive, such as reporting a threat force leaving its post to

Figure D-8. Dispersed battlefield collection plan format.

LINEAR BATTLEFIELD COLLECTION PLAN UNIT: 1 BN 9SFG(A)				AGENCIES AND AGENCY COLLECTION PRIORITY																	
IR NO.	TIME	SPECIFIC INFORMATION REQUIREMENTS	PIR/IRNO	SIR PRI	GRP	SOT-	SOT-	SOT-	CITM	B930	A931	A933	A934	4th	9th	TASO-	SOC	HN	HN1st	HN2d	Other H Agencies
					MI DET	A (1)	A (2)	A (3)		RED-A Green-A	ALL	RED	BLACK	GREEN	ALL	ALL	ALL	ALL	ALL	ALL	
	NAW				ALL	TWO	FIVE	SIX													
1	INDEF ALL	Report location, quantity and type of unexplained firing in the area	1,5	20		3	3	3							9				13	11	11
2	INDEF ALL	Report any presence of mines, booby traps and obstacles etc. in the area	1,5	21															14	12	12
3	INDEF ALL	Report locations of suspected nongovernment training sites and the approx No. of personnel the site can support	1,5,B,C	15														3	10		
4	INDEF ALL	Report sighting of groups of strangers in and around the area	1,2,5,B,C	5					2						4				3		
5	INDEF ALL	Report areas showing significant signs of activity but few if any inhabitants	1,5	22					8										15	13	13
6	INDEF ALL	Report the number, size, equipment, composition, routes and time of suspected insurgents in the area	1,3,4,5, B,C	10		2	2	2							6				12	6	6
7	INDEF ALL	Report insurgent recruitment tactics, techniques and procedures and their effectiveness	1,A,B,D	23											3	11			16		
8	INDEF ALL	Report information obtained from EPWs and civilians on insurgent locations, probable COAs, activities, strengths and cache sites	1,2,3,4,5, A,B,C,D	1	1						1	1	1		1				1		
9	INDEF ALL	Report the establishment of new and unexplained agricultural areas or recently cleared fields	1,3,5,B	11													2	1			
10	INDEF ALL	Report location and contents of confirmed or suspected cache sites	1,3,4,5, A,B,C,D	9											5	5			7	5	5
11	INDEF ALL	Report signs of suspected digging or areas of dead or unusual foliage	1,5,B	18	6												4	5		10	10
12	INDEF ALL	Report late night or otherwise unusual moving of boxes/equipment into a residence or business	1,5,B	19				7												12	
13	INDEF ALL	Report large numbers of personnel visiting a particular residence	1,5,B,D	17					6											11	
14	INDEF ALL	Report connections with political parties, labor unions, schools, churches, etc.	5,A,B,C,D	26	8										5	13		19	16	16	
15	INDEF ALL	Report increased domestic/foreign media coverage of insurgent activities and insurgent sensitivities to public attitudes and reactions	1,5,A,D,E	14	5					2								9			
16	INDEF ALL	Report propaganda efforts (indicate type, targets, location, time encountered, theme and effectiveness)	1,2,3,D,E	2	2						2	2	2	1	2				1	1	
17	INDEF ALL	Report the use of new words, phrases or symbols in the area	1,2,4,A,D	4				1							2	3			2	3	3
18	INDEF ALL	Report sabotage attempts against supply depots, ASPs, commo facilities or LOC.	1,2	8	4														6	4	4
19	INDEF ALL	Rpt location and contents of thefts that could support activities (bulk food, clothing, boots, weapons and road taxes)	1,2,B	7					4										5		
20	INDEF ALL	Rpt significant movements of civilians & refugees, to include the avoidance of certain areas	1,2,5,A	6	3				3								1		4		
21	INDEF ALL	Report the use of air defense weapons or small arms fire at aircraft to include the type and locations of weapon	1,4,D	13							5	5	5						2	8	8
22	INDEF ALL	Rpt damage to roads, airfields, & other structures	1,3	12					5						8				8	7	7
23	INDEF ALL	Report unexplained trails or increased activity on established roads, trails, rivers or streams	1,5,B,C	16																9	9
24	INDEF ALL	Report unusual public gatherings, strikes, riots, or demonstrations	A	28	9				10						7	15					
25	INDEF ALL	Rpt any significant changes in tactics, techniques, or procedures	2,3,A,D	24	7					3					4	12			17	14	14
26	INDEF ALL	Report any confirmed or suspected recon activity	2,C	25																18	15
27	INDEF ALL	Rpt lack of cooperation from local authorities	A,D	27																20	
28	INDEF ALL	Rpt any radio traffic or EW activity		3		1	1	1												2	2

reinforce a target. The indicator may remain in effect throughout the entire operation, such as the local populace avoiding a specified area.

The third column is NAI. NAI can be shown vertically or horizontally on the chart. The NAI listed in the vertical NAI column indicates where the SIR should be observed. An NAI may pertain to one or more SIR or vice versa. List the NAIs that each particular source is responsible for in the horizontal NAI column. A CI team may be responsible for only one NAI while an IMINT source may cover several NAIs.

The fourth column is SIR DESCRIPTION. In this column the CM&D section lists the SIR they believe will confirm or deny particular indicators and which help to answer one or more PIR and IR. It is common to develop several SIR from one indicator or for each SIR to provide information on several indicators and PIR and IR.

The next column is PIR AND IR NUMBER. Record the PIR number and IR letter that can be answered by the SIR in this column.

The next column is SIR PRIORITY. In this column each SIR is prioritized. The CMO determines which SIR answer the most important PIR and IR and rates them accordingly.

The next column is AGENCIES AND AGENCY COLLECTION PRIORITY. Across the top of this section all organic and supporting collection agencies are listed. In the blocks below agencies, their respective NAIs are listed.

Before a particular agency or unit is selected to collect on a SIR, the CMO determines what assets are available and capable of collecting the information he needs. This includes assets in organic, supporting, and higher collection agencies.

To do this, the CMO needs to know the capabilities and availability of each asset. These include factors such as—

- Frequency ranges for intercept radios.
- Aircraft mission durations.
- Number of flights.
- Mobility.
- Linguistic capabilities.

This information is essential to determine which asset or agency is capable of collecting information to

answer SIR. DDI 2660-3139-YR has information to answer SIR and profile system capabilities. HN or HUMINT resource capabilities must be obtained from the parent organization. Figure D-9 shows a capability and requirement correlation chart.

After determining asset capability and availability, the CMO places a check in the small square located in the lower left corner of the block that corresponds to the SIR that a particular agency or asset is capable and available to answer. Next, he determines which agency or asset can best answer the SIR and prioritizes them.

To do this, he considers the location, range, and threat to the collector, as well as other mission requirements. This is shown on the worksheet by placing the appropriate number in the small square located in the right corner of the block.

For example, the CM&D section determines that the CI team, CA unit, and HN LEA are capable of answering SIR 4- Report sighting of groups of strangers in and around the area (see Figure D-8).

The CMO places an asterisk in the square located in the lower left corner of the block that corresponds to that particular SIR and each of the three capable agencies. After further consideration, he determines that HN LEA can best answer the SIR, followed by the CA unit, then the CI team. He then puts 1 in the square located in the lower right corner of the block that corresponds to SIR 4 and the HN LEA; 2 in the CA unit's block, and 3 in the CI team's block.

THE TASKING LIST

In the fourth and final step, the CM&D section prepares an easy-to-read prioritized tasking list for each collection agency. To do this, he lists the SIR each agency is tasked with and prioritizes them by the SIR priority column.

For example, in Figure D-8, the support operations team-Alpha (SOT-A) (1) is tasked with SIR 1,6, and 28. SIR 1 has a SIR priority of 20; SIR 6, a priority of 10; and SIR 28, a priority of 3. This means the CMO must provide the SOT-A (1) with a prioritized tasking list as follows:

1 — Report time, frequency, and location of insurgent radio traffic or EW activity (SIR 28).

2 — Report the number, size, equipment, composition, route, and time of suspected insurgent patrols in the area (SIR 6).

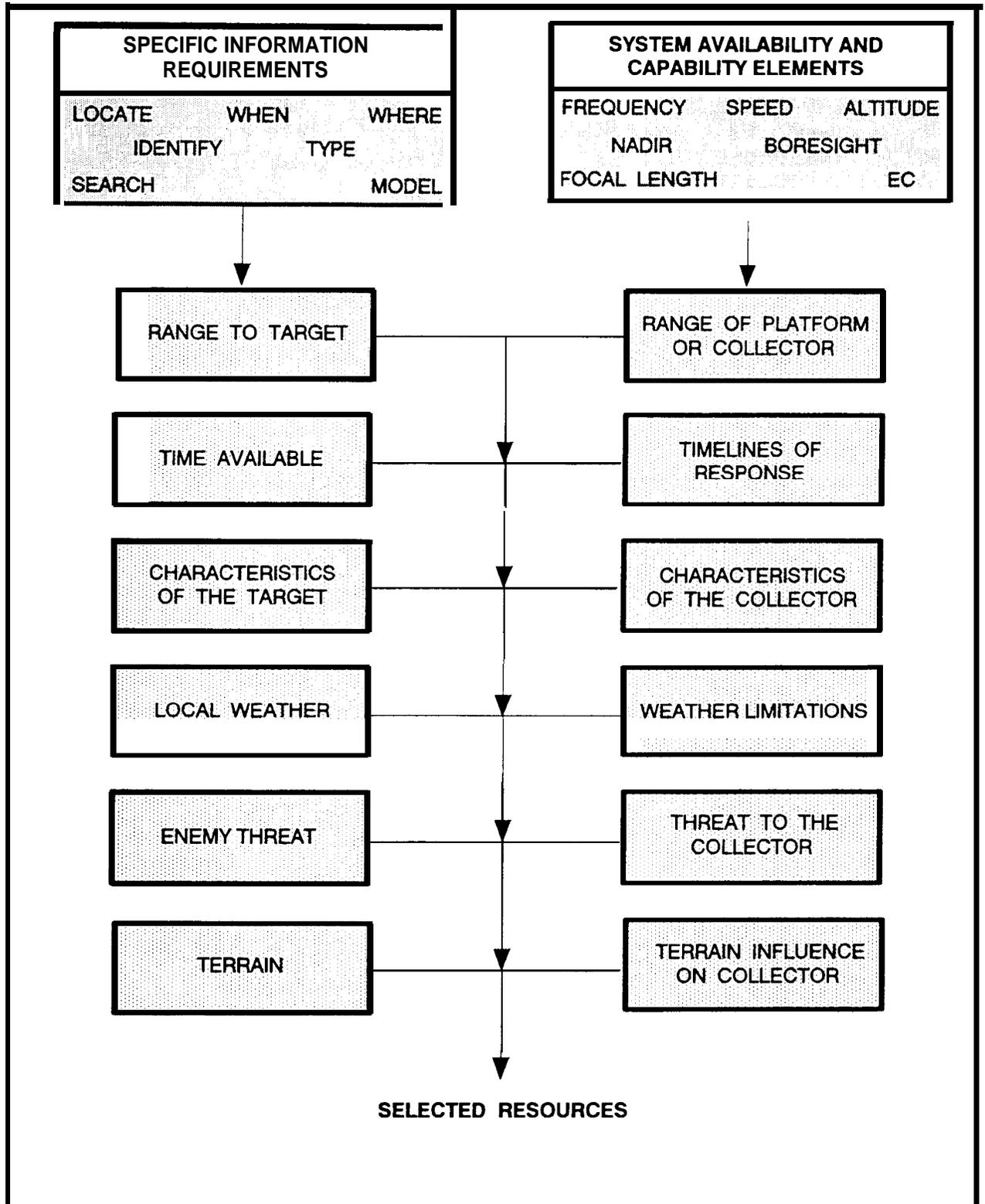


Figure D-9. Capability and requirement correlation chart.

3 — Report the location, quantity, and type of unexplained firings in the area (SIR 1).

Other Considerations

The only exception to this procedure is when the CMO tasks interrogators. They need verbatim PIR and IR in addition to the indicators or SIR containing specific intelligence or combat information requirements.

Interrogations need this information because their primary source of information and intelligence comes from people who have different levels of understanding and background. This means interrogators must tailor their questions so that the subject can understand what is being asked. Often, interrogators must ask a subject several different questions, all seemingly unrelated to the other, before the subject understands and can answer the question.

For example, suppose the CM&D tasks interrogators to "... report instances of dead foliage." This SIR is specific. If the subject is not native to the area, they may not have noticed dead foliage.

However, if the interrogator knows the larger PIR is to "... locate insurgent supply caches," he can rephrase or ask different questions to secure this information. By knowing the larger question, the interrogator is able to quickly secure the information or intelligence the commander needs and spot report it back immediately.

A Sample of the Process

If the commander's PIR and JR demand to know if the enemy will attack, focus on those enemy activities and preparations which will confirm or deny the enemy's capabilities and probable COA.

Look first for immediate threat indicators. Immediate threat indicators must be given a higher priority and quickly turned into specific IR and tasked out to collectors.

While this is happening, look for preparatory and secondary indicators to turn into specific IR.

Consider the following scenario: Suppose a PIR was, "What is the location of drug processing plants?" Some immediate threat indicators would be—

- Presence of waste in streams and rivers flowing from isolated areas.
- Presence of smoke in isolated areas.
- Unexplained presence of people (armed and unarmed) in unpopulated areas.

The above examples tend to show that activity is about to happen or is already in progress. Some preparatory indicators would be—

- Purchases or movements of precursor chemicals.
- Recruitment of unemployed workers.
- Purchases of building supplies.

Secondary indicators would be—

- Unexplained affluence among the populace.
- Drop in the number of locals that frequent bars or taverns.

For the above indicators, your SIR should look something like this:

- Report abnormal discoloration in streams and rivers in XX areas.
- Report purchases and movements of precursor chemicals in XX areas.
- Report drops in unskilled manpower pools in XX areas.
- Report sales of construction material to local builders or property owners in the XX valley area.
- Report sightings of smoke in isolated areas in the XX valley area.
- Report changes in business patterns in taverns, bars, and other entertainment establishments in the XX district.
- Report unexplained home improvements or new construction in XX barrio.
- Report unexplained appearance of high-value household goods and luxury items in XX barrio.

The above sample SIR are all specific as to what you want to know and where you want the assets to look for it.

You may have to translate your SIR for specific agencies or intelligence disciplines. For example, for a radio intercept unit, a SIR for information on the location of a training camp may read, "Report location of emitters in XX areas" or "Report increased volume of radio traffic." For IMINT, this same SIR could read, "Report unusual foot movement or location of running tracks, mock ups, in XX barrio, YY province."

Rules for Indicator Analysis

Once you have developed your indicators and tasked the appropriate agencies and sources, you must

analyze the results. You must evaluate the results of your SIR and adjust them if necessary. This is a continual process.

There are several basic rules in indicator analysis:

- Always consider all possible threat COAS when developing indicators.
- Always consider all available indicators and current intelligence before making a determination as to their significance.
- Never attempt to predict current or future threat activity based solely on past threat activity.

- Always look at every possible explanation or meaning for each individual indicator. Local cultural factors may often hold the key.
- Do not forget using investigative technology to detect indicators. A simple water test can determine, for example, if the water discoloration is due to drug-processing chemicals or some natural or industrial pollutant.
- Do not allow past success, failure, or inaccuracy in your predictive analysis to become the driving factor in indicator selection and analysis. Treat each situation without any preconceived ideas about the worth of specific indicators.

THE INTELLIGENCE SYNCHRONIZATION MATRIX

The purpose of this matrix is to focus all collection, production, and dissemination requirements on the commander's PIR and IR. After the OPLAN is well developed and the BOS synchronization matrix is available, you can begin to assemble your matrix

S3 staff, backplan the collection, production, and dissemination efforts to answer the PIR.

The third part of this matrix is a collection schedule. It shows the planned coverage times for collectors available to the headquarters constructing the matrix.

As shown in Figure D-10, the intelligence synchronization matrix has three parts:

- Friendly decision points.
- Time-sequenced and pre-planned PIR.
- Synchronization of resources.

The commander's time requirements for getting answers to his PIR dictate the amount of collection time available to the CMO. He selects the assets capable of answering PIR. While the matrix shows you what is available for collection, it does not show specific collection taskings or requests. This comes from the collection plan. Specific assets are listed in the lower right corner of the matrix (You get them from your collection plan.)

The first part graphically shows the key times in the battle when critical friendly events are expected to occur. If you need more time lines because, for example, your division has three maneuver brigades, you can add a third time line.

This matrix does not replace existing templates, overlap, or planning techniques. It does combine the key points of the DST, R&S plan, collection plan, and the OPLAN into one consolidated graphic.

The second part represents time-sequenced and pre-planned PIR. Pre-planned PIR are what the commander estimates he will need to know as the battle progresses and when he will need to know it.

The intelligence synchronization matrix is intended to be a flexible document. It combines the key points of other planning tools on a single graphic the commander can use as a quick reference to see—

As PIR are answered, or as their timeliness diminish, the pre-planned PIR replace them. This allows for no more than three or four PIR to be collected against at a given time but permits advanced planning to occur. The G2 or S2, G3 or S3, and the commander develop these together. After they are established, the commander's staff, primarily the S2 and

- Where he estimates he should be.
- When he should be there.
- Who or what he needs to get there.

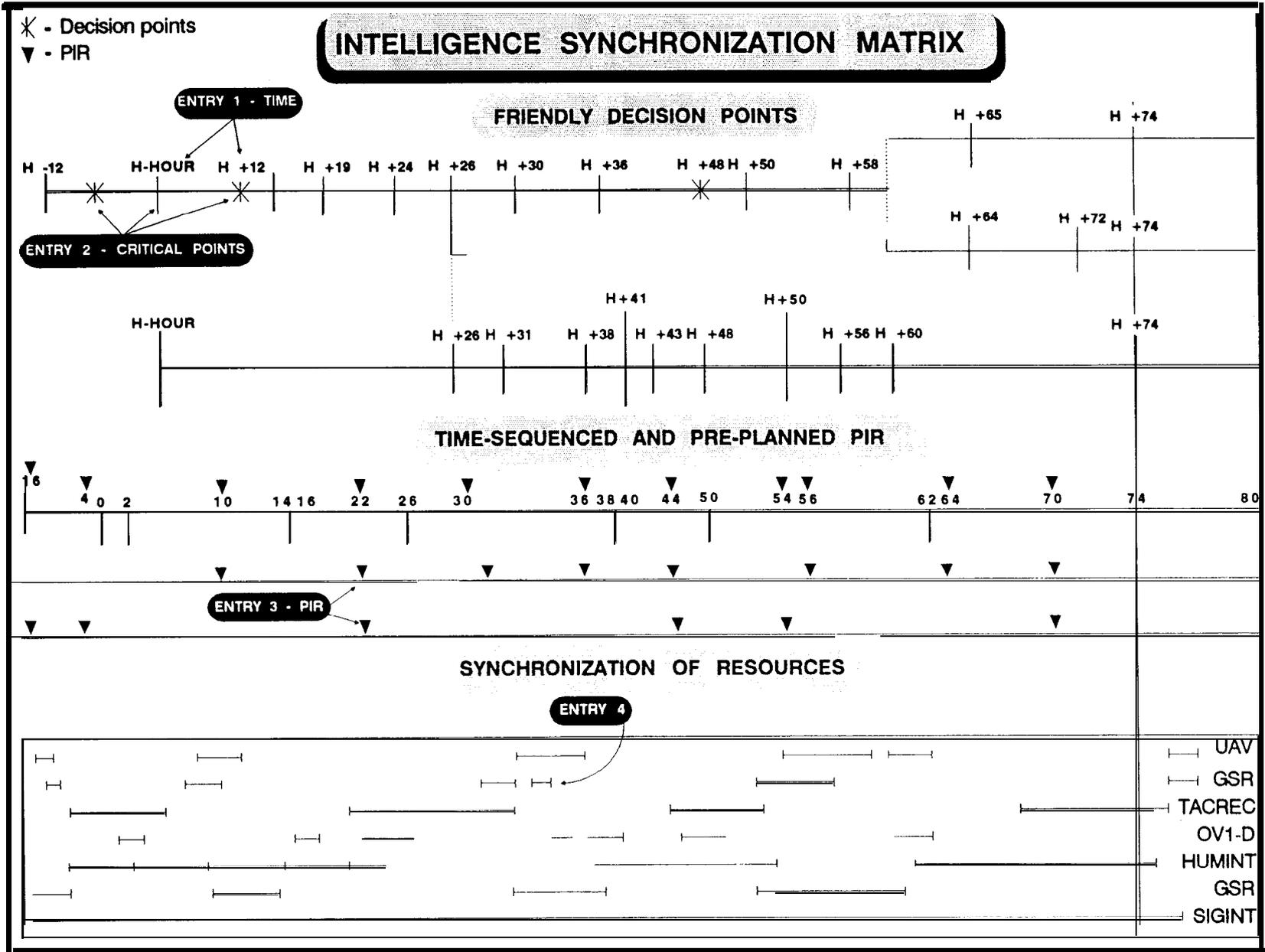


Figure D-10. Intelligence synchronization matrix.