Chapter 2

The commander drives intelligence--MG John F. Stewart, CDR USAIC&FH

INTRODUCTION

This chapter provides an overview of the U.S. Army Intelligence System, the Army Deputy Chief of Staff for Intelligence (DCSINT), and the Intelligence and Security Command (INSCOM). It includes their composition, responsibilities, functions, and core competencies. The DCSINT and INSCOM are essential organizations of the National Intelligence Community (NIC) and are vital in ensuring connectivity between the tactical, Theater, and National intelligence organizations and in providing the warfighter with the intelligence they need, when they need it, and in a form that compliments the commander’s decision making process.

U.S. ARMY INTELLIGENCE

The Secretary of the Army has delegated to the Under Secretary of the Army responsibility for the general supervision of the intelligence, counterintelligence, investigative, and intelligence oversight activities of the Army (see figure 2-1).

Figure 2-1

The intelligence and counterintelligence elements of the military Services are responsible for the planning, directing, collecting, processing, and disseminating military and military-related intelligence, including information on indications and warnings, foreign capabilities, plans and weapons systems, and scientific and technical developments. Counterintelligence activities and the production and dissemination of counterintelligence
studies and reports are a Service responsibility as are the development, procurement, and
management of tactical intelligence systems and equipment. The conduct of related
research, development, and test and evaluation activities; the development of intelligence
document; and the training of intelligence personnel is also a Service responsibility.

DEPUTY CHIEF OF STAFF FOR INTELLIGENCE (DCSINT)

The DCSINT is responsible to the Chief of Staff for the overall coordination of the
intelligence and counterintelligence activities of the Army. The DCSINT has Army
general staff responsibility for multidisciplined intelligence (signals intelligence (SIGINT),
imagery intelligence (IMINT), measurement and signature intelligence (MASINT), human
intelligence (HUMINT), open source intelligence (OPINT)), counterintelligence (CI),
intelligence automation, general military intelligence training, the Army foreign language
program, intelligence collection and analysis, threat validation, security and security
countermeasures, and meteorological, geospatial and space activities. The DCSINT
monitors Army intelligence training, force structure, and readiness for the Active
Component, Army National Guard, and Army Reserves. The DCSINT, under the general
guidance and tasking of DIA, exercises general staff supervision over Army and Army
supported intelligence data handling system resources and all-source intelligence
production within the Army. The DCSINT also serves as the Director for Army Budget
MDEP GP31 (Intelligence); the Army’s input into the DOD Consolidated Cryptologic
Program (CCP); the General Defense Intelligence Program (GDIP); the Foreign
Counterintelligence Program (FCIP); and the Army Security and Intelligence Activities
(S&IA) Program. The DCSINT is an equal partner in the Information Operations (IO)
triad, which includes the Army DCSINT, Deputy Chief of Staff for Operations
(DCOPS), and Director of Information Systems for Command, Control,
Communications, and Computers (DISC4). The DCSINT participates in the Army POM
build, providing advice to senior program managers on the ranking of intelligence
requirements. The DCSINT receives support from and provides support to the DCSOPS
and DISC4 and other DA staff in pursuit of the intelligence mission. To perform these
functions, the DCSINT is organized as reflected in figure 2-2.
Intelligence Personnel Management Office (DAMI-CP)

Focal point for civilian personnel management programs and systems for Intelligence Personnel including the Civilian Intelligence Personnel Management System (CIPMS). Maintains liaison within the Intelligence Community and with Office of the Secretary of Defense (OSD). Develops policy, programs, procedures and administers centralized personnel programs. Provides advice/assistance and civilian personnel management training Army-wide. Assists the Functional Chief Manage Career Program 35, Intelligence.

Foreign Intelligence Directorate (DAMI-FI)

Responsible for estimative intelligence and threat support to acquisition. Supervises the Intelligence Watch in the Army Operations Center. Represents Army in Intelligence Community development of National Intelligence Estimates/National Foreign Intelligence Board analyses and production. Represents the DCSINT at the Military Intelligence Board when substantive analytical issues are discussed and represents the DCSINT at the National Foreign Intelligence Board. Responsible for DCSINT management of the DoD Futures Intelligence Program. POC for ODCSINT RAND Arroyo Center contract studies. ODCSINT POC for HQDA exercises (GHQ). ODCSINT focal point for Army Attaché’ and Foreign Area Officer program. Presents current intelligence to senior Army leadership.
Analyses Division (DAMI-FIA)

Focal point for foreign general military intelligence support to senior Army leadership and Army Staff (ARSTAF). Responsible for Army participation in national interagency development and coordination of National Intelligence Estimates and National Foreign Intelligence Board actions. ODCSINT point of contact for the Army Attaché’, Foreign Area Officer Programs, and RAND Arroyo Center studies and analyses.

Weapons System Support Team (DAMI-FIT)

Ensures accurate intelligence support to force modernization and acquisition programs. Provides threat integration staff officer (TISO) support to combat and materiel development communities. Manages the System Threat Assessment Report (STAR) program. Provides input to various Science and Technology (S&T) studies, plans, and analyses. Represent ODCSINT on S&T fora that require threat intelligence support.

Foreign Intelligence Watch (DAMI-FIW)

Responsible for intelligence support to the Army Operations Center. Provides Army representative to the National Joint Military Intelligence Center. Primary ODCSINT element for liaison and coordination with current operations elements of the Office of the ODCSOPS. Provides early warning and coordinates ODCSINT support to Crisis Action teams. Prepares and briefs current intelligence briefings to Army leadership. Coordinates ODCSINT participation in HQDA exercises.

Intelligence Information Management Directorate (DAMI-IM)

Manages Army Intelligence requirements for C4I technical and operational standards and architectures and intelligence automated information systems.

C4I Technical Architecture Team

Develops/coordinates intelligence C4I policy including data management standards and common operating environments (COE) to ensure Army C4I systems conform to established protocols/standards and meet Army, Joint, and DoD interpretability/interconnectivity requirements. Integrates Tactical Intelligence and Related Activities (TIARA) and National Foreign Intelligence Program (NFIP) AIS/IEW life cycle management programs.

C4I Systems Integration Team

Coordinates development of theater C4I architectures; maintains infrastructure architectures for Army Intelligence Electronic Warfare Master Plan (AIMP); supports C4I contingency planning process. Integrates intelligence automation
information systems (C4I and user systems) into Army force structure and site architectures. Army DODIIS manager and Intelligence Systems Board representative.

Infrastructure Functional Management Team

Coordinates the planning and programming for GDIP infrastructure funds to support Army Major Commands and Army supported Unified Commands. Serves as the Army DODIIS Program Manager and Intelligence Systems Board representative.

Intelligence Policy Directorate (DAMI-PO)

Develops and coordinates Army Intelligence collection policy for SIGINT, IMINT, MASINT, and OSINT. Develops and coordinates Army policy for geospatial and meteorological activities, production management, information operations, foreign language, general military intelligence training, and space activities. Participates in the formulation of National and DoD policy in the above functional and operational areas.

Battlespace Surveillance and Operations Division (DAMI-POB)

Develops Army SIGINT, IMINT, MASINT, Weather, and intelligence related Geospatial Policy. ARSTAF focal point for collection requirements and policy related to architecture development in these disciplines. Participates, on behalf of Army, in the development of National Intelligence Community and DoD policy in the above areas. Coordinates worldwide operations and contingency support in those disciplines. Provides the army program managers for the Army MASINT portion of the GDIP and the TROJAN program.

Integration Division (DAMI-POD)

Coordinates intelligence policy formulation, planning, programming, oversight, and serves as the DCSINT ARSTAF representative for information operations, production management, foreign language, aerial reconnaissance and surveillance, general military intelligence training, REDTRAIN, OSINT, intelligence needs and priorities, integrated collection management, and current operations.

Programs, and Analysis Directorate (DAMI-PA)

Performs all aspects of Army Intelligence resource programming. Performs intelligence PPBES support for Army leadership at Department and MACOM levels and represents Army Intelligence in Joint and Army resourcing fora. DAMI-PA develops, coordinates, oversees, and justifies resources for the S&IA Program and the Army portions of the National Foreign Intelligence Program (NFIP), which include the foreign Counterintelligence Program (FCIP), and the GDIP. Serves as the Army proponent for the Joint Military Intelligence Program (JMIP), and coordinates and develops Mission Based Budgeting (MBB) for mapping intelligence resources to capabilities. Allocates
approved resources, both manpower and funds, to commands and activities and conducts execution reviews and program evaluation.

DAMI-PA also monitors Army MI non-system TIARA as well as Army MI Reserve Component resource issues. The directorate coordinates Congressional Intelligence issues, including mark-ups, hearings, Congressional staff visits, and reclaims. DAMI-PA is the ODOSINT POC for the Army POM and the DoD IPOM builds, coordinates all ODOSINT activities with the Military Intelligence Board (MID), and the Army resource Council of Colonels and Program Budget Committee (PBC).

Intelligence Futures Directorate (DAMI-IF)

Provides Army intelligence planning oriented on the future of land component warfare. Major function of the Intelligence Futures Directorate include:

- DoD Studies
- ISR/Threat Models and Simulations
- Army Intelligence Modernization Plan
- Army Science and Technology Master Plan
- MI Force Structure
- Intelligence review of National, DoD, Joint and Army planning document
- Science and Technology advisor to the DCSINT

Studies Group Division (DMI-IFS)

Identifies, organizes, and coordinates DCSINT and Army resources to influence decisively “studies” having significant impact on Army intelligence activities, responsibilities, authorities, or resources.

Modeling and Simulations, Experiments, and Test (MSET) Team (DAMI-IFT)

Provides policy and guidance on and monitors the implementation of Army Modeling and Simulations (M&S) Management Program activities to include creating awareness of impact of and potential uses of M&S for the Army intelligence community. Initiates, develops, interprets, and negotiates on broad Army and DoD policies and procedures impacting the representation of intelligence and threat in M&S. Participates in or supervises M&S working groups related to threat or intelligence representation in M&S.

Science Advisor (DAMI-IFX)

Serves as the senior Science and Technology advisor to the DCSINT, staff, and other senior Army elements,
Force Structure (DAMI-IF-FS)

Manages Army Force Structure mix decisions and impacts on Military Intelligence Force Structure through the Army’s Force Design process.

Plans (DAMI-IF-P)

Manages the ODCSINT review process of plans generated by National, Joint, and Army planners, within the context of the PPBS system, for accuracy and thoroughness and applicability.

Army Intelligence Master Plan (AIMP) Division (DAMI-IFM)

Provides a future vision and programmatic road map (current, FYDP, future) for development of an intelligence, surveillance, and reconnaissance (ISR) capability sufficient to support the needs of the Army.

Counterintelligence and Human Intelligence Directorate (DAMI-CH)

The Counterintelligence and Human Intelligence Directorate is responsible for policy formulation, planning, programming, oversight, and representation for CI, HUMINT, and security countermeasures (SCM) activities of the Army. It develops and promulgates policy for CI, HUMINT and SCM activities. It serves as functional manager for selected Army CI, HUMINT, and SCM programs and resources. It provides oversight for the CI, HUMINT, and SCM activities of the Army. It executes DCSINT ARSTAF responsibility for the overall coordination of CI, HUMINT, and SCM activities within the Army, DoD, and the interagency process.

The Counterintelligence and Human Intelligence Division (DAMI-CHI)

Responsible for policy formulation, planning, programming, oversight, and representation for CI and HUMINT activities of the Army. It develops and promulgates policy for CI and HUMINT activities. It serves as functional manager for selected Army CI and HUMINT programs and resources, including the Foreign CI Program and the Security and Intelligence Activities Program. It provides oversight for the CI and HUMINT activities of the Army and formulates intelligence oversight policy for the Army. It executes DCSINT ARSTAF responsibility for the overall coordination of CI and HUMINT activities within the Army, DoD, and the interagency process. It serves as primary coordinator for actions with the Defense HUMINT Service (DHS).

The Security Division (DAMI-CHS)

Responsible for policy formulation, planning, programming, oversight, and representation for SCM activities of the Army. It develops and promulgates policy for ACM activities. It serves as functional manager for selected Army SCM programs and
resources, including the Special Security System Program. It provides oversight for the SCM activities of the Army. It executes DCSINT ARSTAF responsibility for the overall coordination of SCM activities within the Army, DoD, and the interagency process. It serves as the Army’s focal point for Freedom of Information Act (FOIA) and security clearance appeals and security classification review.

Reserve Affairs Directorate (DAMI-RA)

ODCSINT focal point and advisor for Army National Guard and Army Reserve issues. Develops and coordinates Military Intelligence programs, policies, planning, structure, training, and Total Force integration for the Guard and Reserve. Supervises intelligence automation and connectivity for the Army National Guard and Army Reserve. Serves as the Functional Manager for the Army National Guard and Army Reserve for the Defense Intelligence Reserve Program (DIRP) and GDIP and monitors Army National Guard and Army Reserve execution of Total Army Language Program (TALP), Intelligence Readiness Training (REDTRAIN), and Joint Reserve Intelligence Program (JRIP) resources. Supervises fielding of major new intelligence systems to the Army National Guard and Army Reserve. Coordinates and supervises use of Army National Guard and Army Reserve intelligence units and soldiers for “real-world” production and operations, and supports mobilization planning and execution. Serves as the MI Individual Mobilization Augmentee manager for ODCSINT.

Intelligence Internal Review (DAMI-ZR)

Responsible for conducting audits of Intelligence Contingency Funds (ICF) worldwide, Hosting and Representation Funds, and other sensitive operational funds and audits as directed by the DCSINT. Army focal point for all audits, inspections, and evaluations of intelligence activities. Interprets and maintains ICF regulatory policy. Administers the ODCSINT Management Control Program. Serves as the ODCSINT representative to DA Working Fix-it Committee, responsible for DA Fix-it findings.

ODCSINT Command Group (DAMI-ZA/ZB/ZC/ZX)

DAMI-ZA is the Deputy Chief of Staff for Intelligence.

DAMI-ZB is the Assistant Deputy Chief of Staff for Intelligence (Military).

DAMI-ZC is the Assistant Deputy Chief of Staff for Intelligence (Civilian)

DAMI-ZX is the Executive Office.

Resource Management Office (DAMI-ZXM)

Provides ODCSINT administrative service support to include military and civilian personnel management, Table of Distribution and Allowances (TDA); awards,
training, newcomers orientation, service and supply, property accountability, and budget and security management.

Initiatives Group (DAMI-ZXG)

Initiates, coordinates, and evaluates emerging technologies and intelligence programs to identify and develop ODCSINT issues and initiatives; manages and coordinates OCSINT participation in initiatives to enhance Army and Joint Intelligence warfighting capabilities. Responsible for the research, coordination, and preparation of briefings and staff actions for presentation by the DCSINT and Assistant DCSINT to senior Army, Joint Chiefs of Staff, DoD, and Congressional Leadership.

Staff Action Control Office (DAMI-ZXS)

Provides ODCSINT executive correspondence and task action control to include tasking directorates, correspondence review, and suspense tracking. ODCSINT interface for congressional, joint, DoD, and intelligence community actions. Responsible for ODCSINT mail, publications, and records management. Publishes ODCSINT Annual Historic Review and Staff Action Guidelines.

US ARMY INTELLIGENCE AND SECURITY COMMAND (INSCOM)

The U.S. Army Intelligence and Security Command (USAINSCOM) is the Army’s only command dedicated to development of operational and strategic intelligence. USAINSCOM is the Army focal point for support to national intelligence priorities and programs in accordance with (IAW)Executive Order (EO) 12333. It provides multi-discipline intelligence, force protection, electronic warfare and information warfare support to Army, Joint and Combined Commanders at the tactical and operational levels across the cycle and spectrum of conflict. INSCOM has a worldwide mission and is committed during peace, conflict, crisis and war contributing to the national intelligence effort. Army intelligence’s vision of the future provides the Joint Forces Land Component Commander (JFLCC) with a knowledge based, prediction oriented intelligence system. INSCOM is organized as reflected in figure 2-3.
Mission

INSCOM provides multidisciplined electronic warfare (EW) intelligence and production support to operational and tactical commands. It responds to tasking from national and departmental authorities commands. It responds to tasking from national and departmental authorities for SIGINT, HUMINT, MASINT, CI, IMINT, TECHINT, and EW. It conducts and coordinates threat foreign materiel acquisition operations in support of the U.S. Army and when required, for other services. It also provides operational cover or cover support to U.S. Army operations and activities, conducts and coordinates target exploitation (TAREX) activities for the U.S. Army, and performs combating terrorism operations IAW AR 525-13.

Functions

The functions of HQ INSCOM are:

Command military intelligence organizations tailored to provide supported force requirements for--

Intelligence within the corps commander’s area of interest and to supplement the corps’ intelligence and electronic warfare (IEW) systems for certain intelligence with the corps’ are of influence.

Intelligence within the corps commander’s area of influence and coordination for or provision of intelligence with the EAC commander’s area of interest.

The EW/CI support beyond the organic capabilities of all supported commanders.
Specialized Intelligence, EW and CI.

Command the Army’s principal service Cryptologic as the Army Component of the Central Security service. As a member of the United States SIGINT System. The CG INSCOM--

Performs worldwide SIGINT operations at fixed sites and with assigned and attached mobile assets under the SIGINT OPCON of the Director of National Security Agency (NSA) or the Chief, Central Security Service (CHCSS).

Advises and assists other MACOMs on SIGINT matters and maintains liaison with national agencies on SIGINT operations of direct interest to the Army.

Supports the National SIGINT Special Activities Office (SAO) program as well as the overall DOD and DA program.

Acts as Army Program Administrator and Program Manager for the management and administration of Army TAREX assets.

Acts as the Army Telecommunications Exercise Critical Intelligence (CRITIC) Program Manager. The CG, INSCOM, conducts CRITIC tests within the Army to evaluate communications responsiveness.

Plans, programs, coordinates, directs, manages, and conducts assigned HUMINT operations to collect foreign military and military-related intelligence information in general support for Army and other validated U.S. intelligence collection requirements (AR 381-100).

Provides CI support to selected DA and DOD special access programs, research development, test and evaluation (RDTE) activities, and other Army and selected DOD operations security (OPSEC) programs.

Operates the U.S. Army Central Security Facility for the storage, maintenance, and retrieval of Army intelligence files, dossiers, and investigative records in the Investigative Records Repository. The CG, INSCOM, processes requests for information from Army records under the FOIA.

Administers and conducts the Army Intelligence Polygraph Program worldwide in support of DA HUMINT, offensive CI, the Limited Access Authority (LAA) Program, CI investigation, and personnel security investigations. The CG also conducts CI scope polygraph screening examinations of personnel involved in special access programs, DA personnel assigned or detailed to the NSA, and of personnel with top secret (TS), crypto, and Sensitive Compartmented Information (SCI) access as may be directed by the Deputy Assistant Secretary of Defense for CI and Security Countermeasures through the DCSINT.

Plans, programs, coordinates, directs, manages and conducts the Army technical surveillance countermeasures (TSCM) program worldwide; serves as the DA executive agent for the selection, training, and certification of TSCM special agents; and represents the Army Staff, when directed, on national interagency committees and working on TSCM.

Conducts designated COMSEC support activities, including the COMSEC Insecurity Program and the INSCOM Cryptofacility Inspection (CFI) Program.
Conducts Counter-SIGINT operations consisting of the analysis of the hostile SIGINT threat, the identification of COMSEC vulnerabilities, and the design of OPSEC countermeasures.

Collects and maintains operational data and information of hostile or foreign intelligence agencies and personnel known or suspect to be involved in intelligence collection against the U.S. Army.

Conducts and coordinates EW operations to include providing advice, assistance, and technical guidance to HQDA and other Army commands on combating the EW threat.

Coordinating with DIA and other services/agencies, as required, to ensure successful accomplishment of MASINT.

Conducts TI operations and provides TI reports:

Maintains capability to conduct TI collection operations and battlefield level TI exploitation of foreign ground forces material in support of Army requirements.

Provides interface with strategic scientific and TI agencies in support of foreign material exploitation.

During peace, conducts battlefield level TI exploitation on one item of each type of foreign ground forces threat materiel acquired by the U.S. Army in support of the DA Foreign Materiel Exploitation Program (FMEP).

Develops TI reports in support of Army FMEP exploitation.

Supports the DA FMEP by participation in DA quick reaction capability and technical inspection program of DA FMEP facilities.

Serves as the Army executive authority for project TROJAN, operates the Army Technical Control and Analysis Element (TCAE) providing SIGINT technical support and proposed mission steerage to all TROJAN systems, and providing worldwide logistics support to all TROJAN users.

Conducts and coordinates CI support to the U.S. Army as follows:

Conducts CI investigations and operations worldwide to detect, identify, assess, counter, neutralize, or exploit or other foreign espionage and intelligence collection efforts directed against the Army and designated DOD activities. This support is provided to JCS and the Unified and Specified commands (as required). The CG, INSCOM, also identifies and investigates CI aspects of sabotage, terrorism, and assassination directed against the Army.

Establishes and maintains the Army Case Control Office (ACCO) for centralized control of counter espionage investigations and centralized coordination of CI operations worldwide.

Establishes and maintains SCOs for CI investigations and operations in coordination with theater or MACOM commanders in CONUS, Central America, Pacific Basin, Republic of Korea, and Europe (less Supreme Headquarters Allied Powers Europe).
Conducts or participates in imagery intelligence operations in either direct or
general support of Army Component Commanders and their respective unified CINCs.

These include the following:

- Conducting imagery collection operations against foreign military and
  military-related targets in direct support of selected Army Components.

- Initiating and conducting operations providing timely distribution of both
  imagery derived intelligence and imagery products.

- Assisting the preparation of concepts and doctrine supporting Army
  imagery intelligence requirements and missions.

- Assisting in the preparation of concepts and materiel requirements and in
  the development, justification, prioritization, and defense of the SAO Intelligence Program
  supporting the Army tactical exploitation of national space capabilities (TENCAP)
  requirements.

- Providing advice, assistance, and technical and operational support to the
  Army’s TENCAP effort ensuring maximum exploitation of SAO assets by improving
  processing, disseminating, and reporting from SAO systems. CI operations also includes
  maintaining liaison with national agencies and departments of SIGINT/IMINT/TENCAP
  operations of direct interest to the Army.

- Preparing concepts and plans in exploiting space-related activities which
  enhance execution of INSCOM’s IEW mission and monitoring and evaluating Army space
  endeavors for applicability to INSCOM.

- Conducting or participating in MASINT operations in general support of
  Army and national intelligence requirements. The CG also coordinates with appropriate
  agencies and organizations with respect to the planning and execution of collection
  systems deployment. Specific functions include:

  - Providing for the maintenance and deployment of specifically assigned
    MASINT and technical sensor systems including TECRAS and technical sensor
    development (TSD) systems in satisfying Army national level intelligence collection
    requirements.

  - Developing and recommending appropriate changes to concepts, doctrine,
    and systems acquisition activities.

  - Establishing, maintaining, and disseminating classification and security
    guidance for MASINT within the Army.