Section VI. Intelligence

The key to the MAGTF defeating an enemy armored force is effective command and control and the correct and timely application of its mobility and firepower against the enemy. This requires timely, accurate and pertinent intelligence. Intelligence is knowledge of the enemy and the surrounding environment that is needed to support decisionmaking. It results from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning the threat and environment. Commanders are responsible for their intelligence operations. A key tool they use to focus this is the identification of their priority intelligence requirements (PIR). PIRs are intelligence requirements (IR) associated with a decision that will critically affect the overall success of the command's mission.

Intelligence operations have four objectives:

(1) Reduce uncertainty by providing accurate, timely, and relevant knowledge about the threat and the surrounding environment.

(2) Estimate possible enemy courses of action (COAs) and provide insight into possible future actions on the basis of those existing conditions and capabilities..

(3) Aid in identifying friendly vulnerabilities that the threat may exploit.

(4) Assist in the development and evaluation of friendly COAs.

Just as important as gaining intelligence about the enemy is the requirement of protecting friendly forces through counterintelligence (CI). CI constitutes active and passive measures intended to deny a threat force valuable information about the friendly situation, to detect and neutralize hostile intelligence collection, and to deceive the enemy as to friendly capabilities and intentions. It denies threat forces information that might increase the effectiveness of hostile operations against friendly forces. In so doing, CI increases uncertainty for the enemy, thereby making a significant contribution to the success of our operations.

(See MCWP 2-1, *Intelligence Operations*, for a comprehensive discussion of the planning and execution of MAGTF intelligence and reconnaissance operations.)

4601. MAGTF Intelligence and Reconnaissance Units

The following are the principal Marine Corps intelligence, reconnaissance and target acquisition units within or supporting a MAGTF. Intelligence and reconnaissance units are normally under the staff cognizance of the unit intelligence officer; target acquisition units are normally under the staff cognizance of the unit operations officer or FSC.

- Marine Corps Intelligence Activity (MCIA).
- Marine Corps Imagery Support Unit (MCISU), I MEF (Note: provides Corps-wide support).
- Intelligence Battalion
  - Headquarters Company
    - Ground sensors platoon (GSP)
    - Systems support platoon

Section VI. Intelligence

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- Intelligence Battalion
  - Headquarters Company
    - Ground sensors platoon (GSP)
    - Systems support platoon

- Production & Analysis Company (P&A Co)
  - All-source fusion platoon (forms the core of the production and analysis cell during operations).
  - Imagery intelligence platoon (IIP)
  - Topographic platoon (topo plt)
  - Direct support teams (DST)
- Counterintelligence/Human Intelligence Company (CI/HUMINT Co)
  - Counterintelligence platoon
  - Interrogator-translator platoon
  - HUMINT support teams (HST)

· Radio battalion.
· Force reconnaissance company.
· Unmanned aerial vehicle (UAV) squadron, Marine Aircraft Wing
- VMAQ squadron, MAW.

· Reconnaissance Battalion, Marine Division.
· Scout-Sniper Platoon, Infantry Battalions.
· Target Acquisition Battery, Artillery Regiment.
· Light Armored Reconnaissance Battalion, Marine Division.
- Engineer reconnaissance elements, Combat Engineer Battalion, Marine Division.

4602. Fundamentals of Intelligence

a. Intelligence Operations. The primary focus of Marine Corps intelligence operations is the generation of ***tactical intelligence***,that is, intelligence that supports the planning and conduct of tactical actions.[1] Intelligence reduces uncertainty and supports the decisionmaking process by:

(1) Describing the battlespace

(2) Identifying key factors in the battlespace that can influence operations

(3) Defining and evaluating threat capabilities

(4) Assessing enemy intentions

(5) Helping assess friendly force vulnerabilities and operational patterns that the enemy may exploit.

b. Intelligence Functions. In providing support to the commander, Marine intelligence organizations carry out six specific intelligence functions:

[1]Although the focus is on tactical intelligence, MAGTFs will draw on both strategic and operational intelligence resources and, in certain circumstances, be prepared to conduct intelligence operations at the operational and even strategic level.

- Production & Analysis Company (P&A Co)
  - All-source fusion platoon (forms the core of the production and analysis cell during operations).
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[1]Although the focus is on tactical intelligence, MAGTFs will draw on both strategic and operational intelligence resources and, in certain circumstances, be prepared to conduct intelligence operations at the operational and even strategic level.

(1) **Support the commander's estimate.** Intelligence supports the formulation and subsequent modification of the commander's estimate of the situation by providing as accurate an image of the battlespace (weather, terrain, political, cultural, sociological, etc.) and the threat as possible. In this manner, intelligence supports commanders and planners long before a mission is received, and then supports initial planning, decisionmaking, and execution. One of the principal tools used in this function is intelligence preparation of the battlespace (IPB). IPB is a systematic, continuous process of analyzing the threat and environment in a specific geographic area (typically out to the supported commander's area of interest). IPB helps to provide an appreciation for the characteristics of the area of operations and the enemy capabilities, weaknesses, and COAs. This knowledge affords the commander an understanding of the battlespace, friendly vs. threat capabilities assessments, and the opportunity to exploit enemy vulnerabilities.

(2) Develop the situation. Situation development provides continuing knowledge of unfolding events to help update the image and understanding of the current and near-term future situation. It is a dynamic process that is used to assess the current situation and confirm or deny the adoption of specific COAs by the enemy while uncovering new vulnerabilities that may be exploited. It helps refine our understanding of the battlespace and reduces uncertainty and risk. Situation development occurs during execution and provides the basis for adapting plans or exploiting opportunities.

(3) Provide indications and warning (I&W). I&W serve a protective purpose, providing early warning of potential hostile action. They help prevent surprise and reduce risk from enemy actions that run counter to planning assumptions.

(4) Support to force protection. Force protection is the set of comprehensive security measures, activities, and operations that are undertaken to guard the force against the effects of enemy action. Intelligence supports force protection by identifying, locating, and countering an enemy's intelligence collection, sabotage, subversion, and terrorism capabilities. Support to force protection requires detailed and accurate assessments of threat force capabilities and intentions and facilitates efforts to deny the enemy the opportunity to take offensive action against our forces.

(5) Support to targeting. Intelligence supports targeting by identifying target systems, critical nodes, and high-value targets (HVT) and high-payoff targets (HPT) as well as by providing the intelligence required to most effectively engage these targets.

(6) Support to combat assessment. Combat assessment is the process used to determine the overall effectiveness of military operations and identify requirements for future actions. Intelligence supports the entire combat assessment process and is directly responsible for battle damage assessment (BDA), which is one of the principal components of combat assessment (the other two being *munitions effects assessment*, or MEA, and *reattack recommendations*, or RR, both G/S-3 responsibilities). BDA is the timely and accurate estimate of the damage resulting from the application of military force on threat and other targets. BDA estimates physical damage to a particular target, functional damage to that target, and the capability of the entire target system to continue its operations.

c. **Intelligence Responsibilities**

(1) **Commander.** ***Intelligence is an inherent and essential responsibility of command***. Commanders must come to think of command and intelligence as inseparable, just as they commonly think of command and operations as inseparable. They must study and understand both the theory and the practice of intelligence doctrine. They must be personally involved in the conduct of intelligence activities, providing guidance, supervision, judgment, and authority to ensure a timely and useful product. The commander's involvement in the intelligence process encompasses the following specific responsibilities:

(a) Focus and prioritize the intelligence effort, to include other functional support to intelligence operations (e.g., communications support).

(1) **Support the commander's estimate.** Intelligence supports the formulation and subsequent modification of the commander's estimate of the situation by providing as accurate an image of the battlespace (weather, terrain, political, cultural, sociological, etc.) and the threat as possible. In this manner, intelligence supports commanders and planners long before a mission is received, and then supports initial planning, decisionmaking, and execution. One of the principal tools used in this function is intelligence preparation of the battlespace (IPB). IPB is a systematic, continuous process of analyzing the threat and environment in a specific geographic area (typically out to the supported commander's area of interest). IPB helps to provide an appreciation for the characteristics of the area of operations and the enemy capabilities, weaknesses, and COAs. This knowledge affords the commander an understanding of the battlespace, friendly vs. threat capabilities assessments, and the opportunity to exploit enemy vulnerabilities.

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(a) Focus and prioritize the intelligence effort, to include other functional support to intelligence operations (e.g., communications support).

(b) Participate in the intelligence process

(c) Use intelligence in decisionmaking

(d) Support the intelligence effort

(e) Evaluate the results of intelligence activities

(2) **Unit Intelligence Officer**. The commander directs the intelligence effort. The intelligence officer manages this effort for the commander, acting as the principal advisor on intelligence and implementing activities that carry out the commander's intelligence responsibilities. *The intelligence officer is a full participant in the commander's decisionmaking process, ensuring that intelligence is effectively used throughout the command during all phases of mission planning and execution.* Key responsibilities of the intelligence officer are to:

(a) Facilitate understanding and use of intelligence in the planning and execution of operations.

(b) Support situation development and the commander's estimate of the situation through the identification of enemy capabilities, strengths, and vulnerabilities as well as opportunities and limitations presented by the environment.

(c) Assist the commander in developing his PIRs; and other staff principals with identifying and prioritizing their intelligence requirements (IR).

(d) Ensure that the command's IRs are received, understood, and acted on by organic and supporting intelligence assets.

(e) Develop and supervise integrated collection, production and dissemination plans and supporting integrated intelligence, counterintelligence and reconnaissance operations.

(f) Supervise the development and dissemination of all-source intelligence products that are tailored to the unit's mission, concept of operations, and IRs.

(g) Monitor the effective flow of intelligence throughout the command.

(f) Provide BDA data and analysis to assist the combat assessment process.

d. **Characteristics of Effective Intelligence**

(1) Intelligence should be ***objective***—as free as humanly possible of bias or distortion. Intelligence can be distorted if we attempt to make it conform to preconceived notions, fail to view the situation from the enemy's perspective, or manipulate the intelligence product to support a particular decision or conclusion.

(2) Intelligence should be ***thorough***, meaning that it satisfies the intelligence requirements of the commander. Thoroughness does not imply completeness and certainty to the last detail, but rather sufficient depth to assist the commander in reaching sound decisions and developing effective plans. Intelligence personnel should not only identify for the commander what is known but also what is not known. The commander may then assess the risks and decide what actions are worth these risks.

(3) Intelligence should be ***accurate***, meaning that it should be factually correct. Sound estimates of the enemy's capabilities and intentions must agree with the facts at hand.

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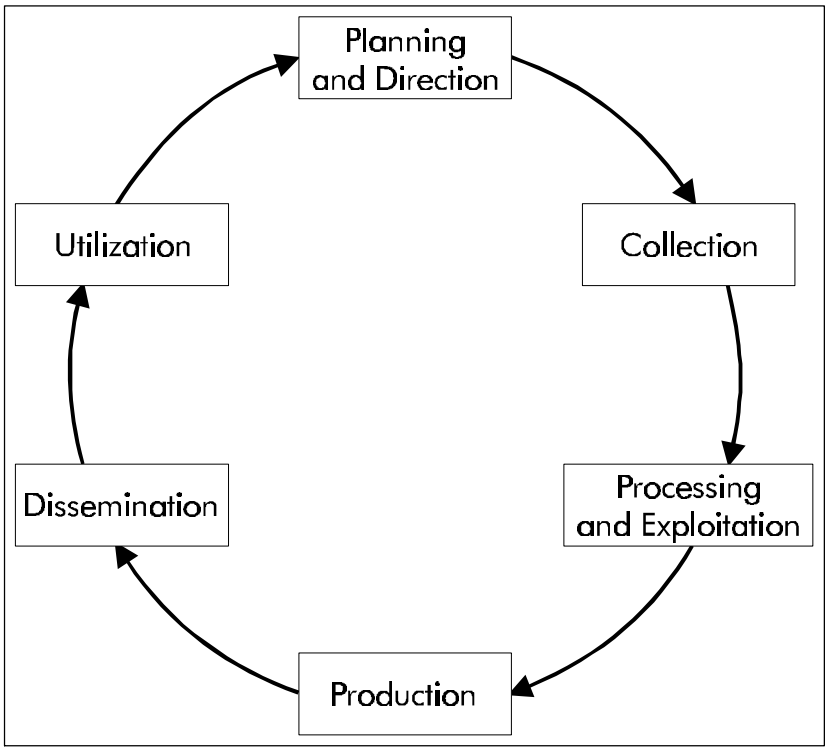
(4) As intelligence does not exist for its own sake, but as the basis for taking effective action, it must be ***timely***, meaning that it must arrive in the hands of appropriate decisionmakers in time to affect tactical decisions.

(5) Intelligence should be ***usable***. It should be concise and clear and often is best conveyed via coherent images—meaningful mental pictures that are immediately and easily understood—rather than present the commander with a mass of unfocused data.

(6) Intelligence should be ***relevant*** in that it supports the commander's planning and decisionmaking requirements. Relevance means that intelligence is pertinent to the level of command for which it is intended. It also means that commanders are provided intelligence bearing significantly on the situation at hand and that they are not burdened with information and intelligence of minimal or no importance.

(7) Finally, intelligence must be ***available***—which means that it is readily accessible to appropriate commanders. Availability is a function of both timeliness and usability, but it is also a function of an effective information management system that allows commanders at various levels to readily access the intelligence they need. Availability also means that relevant basic intelligence has been developed in advance and that intelligence assets are maintained in readiness to develop other intelligence products as needed. Finally, availability is a function of effective use of security classifications that protect sources of information while at the same time ensuring that commanders have reasonable access to intelligence.

f. **Intelligence Cycle.** The intelligence cycle consists of six steps: ***planning and direction, collection, processing and exploitation, production, dissemination,*** **and** ***utilization***. (See figure 4-38.) These steps define a sequential and interdependent process for the conduct of intelligence, counterintelligence and reconnaissance operations, and the development of intelligence. Intelligence operations are conducted within the framework of the intelligence cycle; the entire cycle or a specific step within the cycle may be the focus of a particular intelligence activity. Moreover, *all* intelligence, regardless of the scope of the requirement or level of command, is developed by following these steps. No one phase of the cycle is more important than the others—all of the phases are interdependent.



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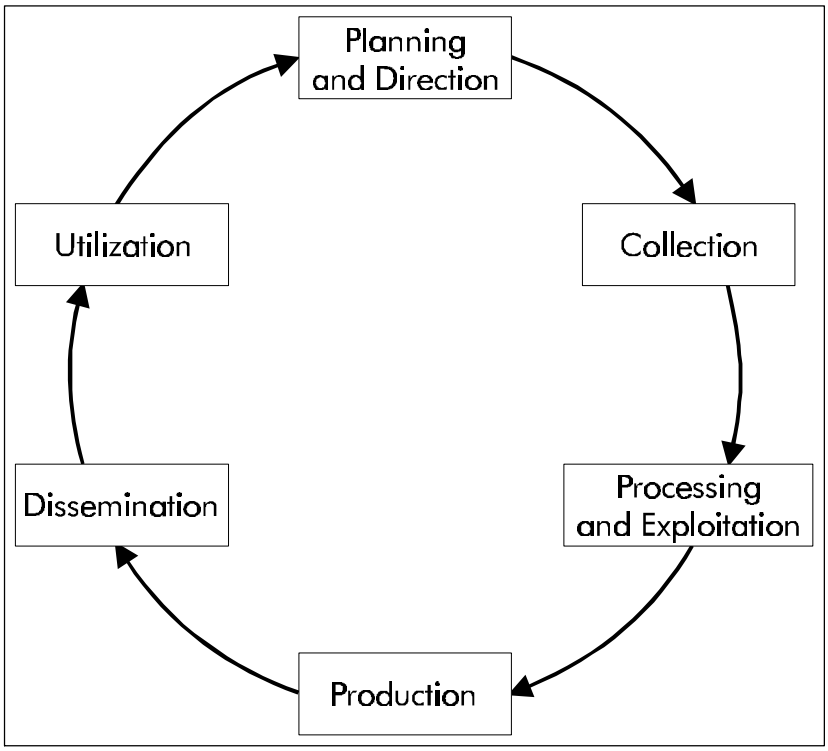

Figure 4-38, The Intelligence Cycle

(1) **Planning and Direction**. The planning and direction phase consists of those activities that identify the commander's PIRs and other pertinent IRs, and provide the means for satisfying those requirements. It includes *requirements development*, the identification and IRs and designation of PIRs; *requirements management*, which assesses the importance of each PIR and IR to mission success, what gaps exist, and what specific information and assets are needed to satisfy it; and the development of integrated *collection, production and dissemination plans* and *supervision of supporting intelligence operations* to accomplish these and acquire, develop and rapidly share the intelligence needed by commanders.

(2) **Collection**. Collection is the gathering of intelligence data and information to satisfy the identified requirements. Functions carried out during the execution of collection operations include mission planning, position of intelligence and reconnaissance assets in locations that are favorable to satisfying collection objectives, data collection, reporting, and overall supervision of collection operations.[2]

(3) **Processing and Exploitation**. Processing and exploitation involves the conversion of collected data into information that is suitable for the production of intelligence. Processing is largely a technical function that does not add meaning to the data but that instead is necessary to convert the data into a form that commanders, planners, or intelligence personnel can understand and use. Some types of data require minimal processing and may even take place automatically during collection, while others require extensive processing, which can affect the timeliness and accuracy of the resulting information.

(4) **Production**. Production is the activity that converts information into intelligence. It involves the evaluation, interpretation, integration, analysis, and synthesis of all information that is relevant to a particular IR to answer the question that has been asked. Production fuses new information and existing intelligence from all sources to provide meaningful knowledge that can be applied to the decisionmaking process. During the production phase, information is evaluated to determine pertinence, reliability, and accuracy; analyzed to isolate significant elements; integrated with other relevant information and previously developed intelligence; interpreted to form logical conclusions that bear on the situation and support the commander's decisionmaking process; applied to estimate possible threat courses of actions, outcomes and effects on friendly operations; and then placed into the product format that will be most useful to its eventual users.[3]

Intelligence preparation of the battlespace (IPB) is the primary analytical methodology used to produce intelligence. In addition, it furnishes a framework for the integration of intelligence and operations throughout the PDE&A cycle. IPB is a systematic, continuous, mission-focused process of defining the battlespace environment, describing the battlespace effects, analyzing and evaluating the threat, and determining the enemy's courses of actions.[4]

(5) **Dissemination**. Dissemination is the timely conveyance of intelligence to users in an appropriate form. Determination of the form of intelligence productions, selection of the means to deliver intelligence, and design and operation of the supporting communications and information systems are key aspects of the dissemination process.[5]

(6) **Utilization.** Intelligence has no inherent value; its value is realized through its support to operations. Thus, the intelligence cycle is not complete until the intelligence that has been developed is used in

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[2] See MCWP 2-11, *MAGTF Intelligence Collection* (draft), for additional information on intelligence collection.

[3] See MCWP 2-12, *MAGTF Intelligence Analysis and Production* (draft), for additional information on intelligence production.

[4] See MCWP 2-12 MCRP 2-12A/FM 34-130, *Intelligence Preparation of the Battlespace* (draft), for additional information on IPB and intelligence production.

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decisionmaking during planning and/or execution. It also provides the basis for the continuous functioning of the intelligence cycle by determining whether IRs have been completely satisfied and which will require additional intelligence development efforts.

f. **Centralized Management and Support to the GCE**. Depending upon the mission, situation, designated main and supporting efforts, and MAGTF task organization, a wide range of intelligence, counterintelligence, and reconnaissance support is available to support GCE intelligence requirements (IR) and operations, either via attachment or direct support (see table 4-1)

Radio Battalion
Force Reconnaissance Company
UAV Squadron, MAW
Ground Sensor Platoon, Intelligence Bn
Imagery Intelligence Platoon, Intelligence Bn
Topographic Platoon, Intelligence Bn
Direct Support Teams, Intelligence Bn
CI/HUMINT Company, Intelligence Bn
Light Armored Reconnaissance Battalion
Scout-Sniper Platoons, Infantry Battalion
Counterbattery Radar Platoon, Artillery Regiment
Engineer reconnaissance, Combat Engineer Battalion

Table 4-1, MAGTF Intelligence & Reconnaissance Units

Some are organic (e.g., GCE reconnaissance units), some may be either attached or placed in direct support (e.g., DSTs, interrogator-translators, unmanned aerial vehicles missions or remote receive station detachments, radio battalion SIGINT support teams, HSTs, topo plt GEOINT support teams, etc.), and some will be via MAGTF or other general support intelligence operations (e.g., tactical signals intelligence operations). In total, this reinforces or supports the GCE's capabilities to plan and direct, collect, product, disseminate or otherwise draw on a variety of intelligence targeted on its areas of influence and intersest and tailored to its unique requirements -- both for current operations and to support .

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Engineer reconnaissance, Combat Engineer Battalion

Table 4-1, MAGTF Intelligence & Reconnaissance Units

Some are organic (e.g., GCE reconnaissance units), some may be either attached or placed in direct support (e.g., DSTs, interrogator-translators, unmanned aerial vehicles missions or remote receive station detachments, radio battalion SIGINT support teams, HSTs, topo plt GEOINT support teams, etc.), and some will be via MAGTF or other general support intelligence operations (e.g., tactical signals intelligence operations). In total, this reinforces or supports the GCE's capabilities to plan and direct, collect, product, disseminate or otherwise draw on a variety of intelligence targeted on its areas of influence and intersest and tailored to its unique requirements -- both for current operations and to support .

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