

U.S. ARMY SERGEANTS MAJOR ACADEMY (BSNCOC)

W117

JUNE 99

INTELLIGENCE COLLECTION

PRERESIDENT TRAINING SUPPORT PACKAGE

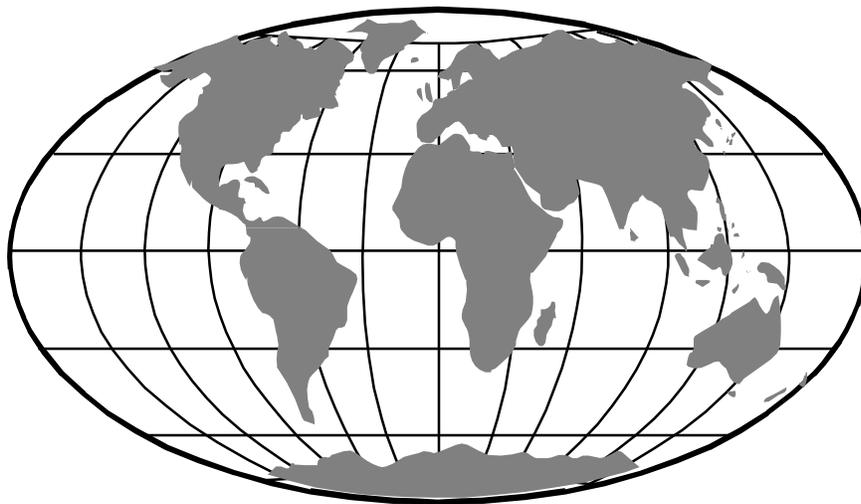
WAR FIGHTERS



Sergeant Major



Master Sergeant



Sergeant First Class



Staff Sergeant

OF THE 21ST CENTURY

PRERESIDENT TRAINING SUPPORT PACKAGE

TSP Number/Title	W117 Intelligence Collection
<hr/>	
Effective Date	JUN 1999
<hr/>	
Supersedes TSP	This TSP supersedes W117, Intelligence Collection, Jan 1996.
<hr/>	
TSP User	The following courses use this TSP: Battle Staff NCO Course.
<hr/>	
Proponent	The proponent for this TSP is the U. S. Army Sergeants Major Academy
<hr/>	
Comments and Recommendations	Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: ATTN ATSS DCR CMDT USASMA BLDG 11291 BIGGS FLD FORT BLISS TX 79918-8002
<hr/>	
Foreign Disclosure Restrictions	The Lesson Developer in coordination with the USASMA foreign disclosure authority has reviewed this lesson. This lesson is releasable to foreign military students from all requesting foreign countries without restrictions.
<hr/>	

**This TSP
Contains**

The following table lists the material included in this TSP:

Table of Contents		Page
Lesson	Section I, Administrative Data	2
	Section II, Introduction/Terminal Learning Objective	5
	Section III, Presentation	5
	Section IV, Summary	22
	Section V, Student Evaluation	22
	Section VI, Student Questionnaire	Not Used
Appendixes	A Lesson Evaluation, Faculty Graded	Not Used
	B. Lesson Exercises and Solutions	B-1
	C. Student Handouts	Not Used

SECTION I ADMINISTRATIVE DATA**Task(s)
Trained**

This lesson trains the tasks listed in the following table: None

**Task(s)
Taught or
Supported**

This lesson reinforces the following tasks:

Task Number	Task Title
071-326-5502	Issue a Fragmentary Order
071-329-1019	Use a Map Overlay
301-336-1051	Maintain a Situation Map
301-336-3005	Prepare a Collection Plan
301-336-3006	Prepare an Intelligence Collection Plan
301-336-3103	Prepare an Intelligence Annex to the Operations Plan
301-336-4000	Coordinate Targeting Functions
301-400-5ABO	Coordinate with Other Staff Sections and Non-Staff Sections
301-400-5ABQ	Demonstrate Proficiency in the Synchronization of Task Force Battlefield Activities

**Prerequisite
Lessons**

W115, Introduction to Intelligence Operations and W116, Intelligence Preparation of the Battlefield.

Clearance and Access There is no security clearance or access requirement for this lesson.

Copyright Statement No copyrighted material reproduced for use in this lesson

References The following table lists the reference(s) for this lesson:

Number	Title	Date	Para No.	Additional Information
FM 34-2	Collection Management and Synchronization Planning	Mar 94	N/A	N/A

Equipment Required None

Materials Required None

Safety Requirements None

Risk Assessment Level Low

Environmental Considerations None

Lesson Approval The following individuals have reviewed and approved this lesson for publication and incorporation into the Battle Staff Course.

Name/Signature	Rank	Title	Date Signed
Roy R. Sanchez	GS-9	Training Specialist, BSNCOB	20 October 1999
William D. Adams	SGM	Chief Instructor, BSNCOB	20 October 1999
Alan R. Tucker	SGM	Course Chief, BSNCOB	20 October 1999

SECTION II INTRODUCTION

Terminal Learning Objective

At the completion of this lesson, you will--

Action:	Explain the collection management process.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with FM 34-2.

Evaluation

At the end of The Phase II Military Intelligence block of instruction, you will take a written, objective examination. You must correctly answer at least 70 percent of the questions to receive a “GO.” A “GO” is a requirement for graduation.

Instructional Lead-in

W115, Introduction to Intelligence Operations, discussed the intelligence system architecture and the capabilities and limitations of the intelligence Battlefield Operating System (BOS). W116, Intelligence Preparation of the Battlefield, described how the S-2 develops a picture of the terrain, weather, and opposing forces, and coordinates the intelligence BOS with the fire support and maneuver BOS.

This lesson will focus on how the commander and G-2/S-2 guide the intelligence BOS using the intelligence collection process.

SECTION III PRESENTATION

ELO 1

Action:	Describe collection management.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with FM 34-2.

Learning Step/Activity (LS/A) 1, ELO 1

Lesson W115, Introduction to Intelligence, states that the intelligence system is a flexible and tailored architecture of procedures, organizations, and equipment. This architecture provides an unprecedented capability to see the battlefield and support the commander by meeting his intelligence needs.

LS/A 1, ELO 1, The set of procedures that orchestrate Intelligence System of Systems (ISOS) organizations and systems to focus the intelligence effort in support of war-fighting and other operations.
Collection Management Definition

Collection Management Sub-functions Collection management has three sub-functions. These sub-functions distinguish between internal and external relationships among the collection managers, requestors, and collectors. The three sub-functions are:

- **Requirements Management (RM):** Requestor-collection manager interface occurs during RM, when intelligence questions are first asked and subsequently answered.
- **Mission Management (MM):** MM assigns intelligence requirements to the available collection units or agencies best able to provide a timely answer.
- **Asset Management (AM):** Direct collection manager to collector interface occurs during AM when the asset manager plans and executes collection activities that lead to an answer to the original intelligence question.

At division, corps, and echelons above corps (EAC) there are individual “managers” and sections responsible for each sub-function. At brigade, and echelons below brigade, the S-2 performs RM and MM, and sometimes AM, himself and often simultaneously.

Requirements Management (RM) Requirements Management defines what to collect, when to collect it, and where to collect it. The command’s intelligence collection requirements—both priority intelligence requirements (PIR) and information requirements (IR)—are initially developed during the “decision-making” process. As planning continues and during the operation itself, these requirements are continuously updated based upon collection results and changes to the operational concept.

In addition to the intelligence requirements of his own command, the collection manager receives requests for information from outside agencies. The requirements manager screens each request to ensure that it is properly forwarded and that it is valid in terms of pertinence, feasibility, and completeness.

LS/A 1, ELO 1, Requirements Management (RM), continued	The requirements manager checks local data bases to determine if information satisfying the request is already on hand. If not, he creates a new requirement for collection or exploitation. The requirements manager integrates new orders and request for intelligence with the command's own requirements, prioritizes the entire set of requirements, and refines them into specific information requirements (SIRs). Effective RM results in a "what to collect" that is clear, concise, and collectible.
--	--

Mission Management (MM)	<p>Mission Management defines how to employ collection resources to satisfy requirements. MM evaluates the suitability of systems, units, and agencies based upon their capability and availability. It maps out the collection strategy, synchronizing collection schedules to Priority Intelligence Requirements (PIRs) and deriving Specific Orders and Requests (SORs) from Specific Information Requirements (SIRs).</p> <p>MM is also exploitation management. Exploitation management uses intelligence processing equipment to make intelligence collected by theater or national agencies available to tactical users. Exploitation management is part of collection planning; it answers requirements without the commitment of additional collection resources. Exploitation management implements the "push and pull" concept behind intelligence echelonment.</p>
-------------------------------	--

Asset Management (AM)	<p>Asset Management executes collection and/or exploitation in accordance with the collection plan requirements and tasking. AM combines the "what, when, and where" to collect from the RM and the "how" from MM, and executes the collection mission with specific assets and resources.</p> <p>AM involves, for example, the resource-specific planning required to launch an aerial exploitation battalion mission or emplace a long-range surveillance (LRS) team. Unit commanders conduct AM.</p>
-----------------------------	---

LS/A 2, ELO 1, Lesson Exercise 1	Click here to go to Lesson Exercise 1 .
---	---

ELO 2

Action:	Describe the six steps of the collection management process.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with FM 34-2.

LS/A 1, ELO 2,
Collection
Management
Process

We perform the three sub-functions of collection management as part of the collection management process.

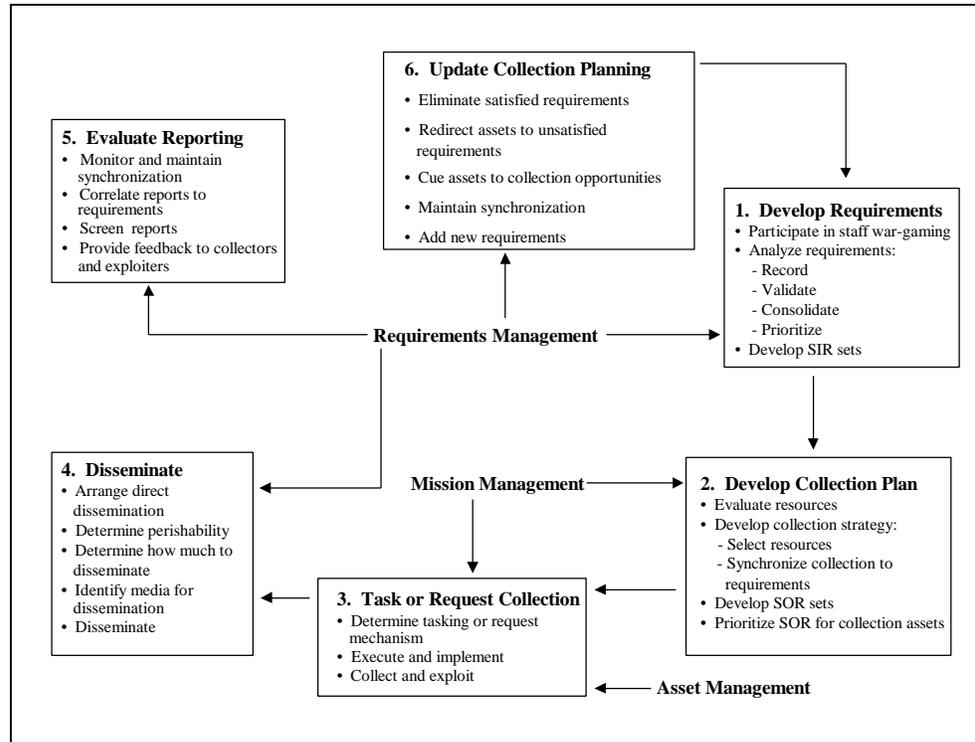


Figure 1. The Collection Management Process

Collection
Management
Process

As shown in figure 1, the collection management process consists of six steps and is cyclic in nature. As you use the process to satisfy intelligence requirements, you simultaneously use it to generate new requirements or reevaluate the priority of existing ones. Each step of the collection management process consists of a series of judgement decisions. Together, they form the “how to” of collection management. Always execute each step of the process. The time taken to execute all six steps depends upon the tools you choose to use. If you are familiar with the capabilities of your assets, you

LS/A 1, ELO 2, may speed up the process by not first having to evaluate your assets. You
Collection must consider the capabilities of your assets against the collection target
Management before selecting them as part of your collection strategy or plan.
Process,
continued

Step 1: Development of requirements consists of identifying, prioritizing, and
Develop refining all the uncertainties or questions concerning the threat and
Requirements battlefield that the command must answer to accomplish its mission. This
step results in a listing of exactly what information to collect, when to collect
it and when to report it so your unit can conduct planned operations. The
end result is the synchronization of intelligence with friendly courses of
action. Done properly, as your collection assets report battlefield events,
analysts will receive that information and develop intelligence that the
commander uses to make decisions.

War-gaming War-gaming generates intelligence requirements. W116, Intelligence
Preparation of the Battlefield, discusses how to develop threat courses of
action. As the staff war-games threat courses of action, they identify
decision points needed during the execution of the mission. For each
decision point, the staff members identify the intelligence requirement to
trigger each decision. The collection manager (S-2) will then determine
what collection assets are available. The commander will designate certain
decisions as more critical than others. This also means that certain
intelligence requirements are more important than others. These
requirements become Priority Intelligence Requirements (PIRs). The lower
priority intelligence requirements are designated as Information
Requirements (IRs).

Priority Priority Intelligence Requirements are the questions that we must answer to
Intelligence accomplish the mission. The commander becomes involved in selecting and
Requirements approving the PIRs that come from the list of all Intelligence Requirements
(PIRs) developed during war-gaming. Just as there are no standard situation
templates or friendly courses of action (COAs) that will serve in all
situations, there is no standard set for PIRs. However, good PIRs have some
things in common.

LS/A 1, ELO 2, Good PIRs should have the following characteristics:
Characteristics
of a Good PIR

- They ask only one question.
- They focus on a specific fact, event, or activity.
- They provide intelligence required in support of a single decision.

Look at the differences between the following examples of “good” and “bad” PIRs.

Example of a
Poor PIR

“Will the enemy attack? If so, where, when, and in what strength?”

- This PIR is obviously not the result of staff war-gaming. There are several specific criticisms we can make.
 - This PIR actually contains four significantly different questions. Which of these four questions is the priority? Unless given more guidance, collection assets must decide for themselves which part of this PIR to collect against.
 - It assumes the intelligence staff knows nothing about the enemy situation. Actually, they probably know more about the situation than “the enemy might attack sometime, somewhere, and in some strength.” Using the IPB process, they can provide a more focused PIR.
 - Part of this PIR may be irrelevant to the friendly COA. For example, your defense may be fully capable of defeating the enemy regardless of when they actually attack. Perhaps the focus need be only on where they will attack, supporting a decision on employment of the friendly reserve.
-

LS/A 1, ELO 2, Some specific examples of good PIRs might be:

Example of
Good PIRs

- “Will the enemy use chemical agents on our reserve force before it leaves AA JEAN-MARIE?”
 - “Will the enemy defend OBJ KEVIN using a forward-slope defense?”
 - “Will the enemy reserve armor battalion reach PL FUSS before 270900Z May XX?”
 - “What size force is defending OBJ LEO?”
 - “Which bridges over the Katie River are intact?”
-

Analyze
Requirements

Analyze requirements is next in the development of requirements step, and supports the effective use of collection assets. You first record the requirement as it came about from your war-gaming or from requests from higher, adjacent, or subordinate units.

Validate
Requirements

Once you have a written record of the requirements, you must validate them by determining:

- If the collection asset or assets available are physically capable of obtaining the information.
 - If they can get the information in time for it to be useful.
 - If the requirement is complete. (Does it contain what, where, when, why, and who?)
 - If there is really a need to collect the information. (The information may already exist in your database.)
-

LS/A 1, ELO 2, Consolidate Requirements	The next thing to do is consolidate the requirements that you receive with those on hand. Many times requests from subordinates duplicate those received from higher commands. Simplify the collection effort by merging these similar requirements, but maintain an audit trail so that you can disseminate the information to all of the requestors when it becomes available.
<hr/>	
Prioritize Requirements	After consolidation, you will have a composite list of intelligence requirements. Some of these requirements are more important than others. Prioritize the list to focus assets on the most important requirements. When prioritizing, do not automatically put specific orders from higher headquarters on top of the list, or place specific requests for information from subordinate units on the bottom. The mission requirements of your unit determine the priority.
<hr/>	
Develop Specific Information Requirement Sets	<p>Specific Information Requirements (SIRs) break the PIR and IR into smaller, more specific questions that your collectors will ultimately answer. SIRs describe the information needed, where on the battlefield you can collect it, and when you need the answer. Make SIRs as detailed as possible, because you want your collection assets to provide the collection manager information that answers a larger intelligence requirement.</p> <p>For example, if the PIR is “Will the 168th MRR attack along Avenue of Approach 3?” and you know that the 168th MRR is a BMP equipped regiment, an SIR might be “Are there groups of approximately 30 BMPs each in mobility corridors 1-3 at H+3?” Note at this point that you are using the information developed during intelligence preparation of the battlefield. This is where the named areas of interest, avenues of approach, and mobility corridors become useful.</p>
<hr/>	
Step 2: Develop a Collection Plan	The second step in the collection management process is to develop a collection plan. The plan helps select the best collector to cover each requirement. A properly prepared collection plan graphically outlines the collection strategy and employment of assets that will produce the intelligence to answer PIRs and IRs.

LS/A 1, ELO 2, There are four things to consider when evaluating a collection resource:
Four Things to Consider When Evaluating a Resource

- Availability
 - Capability
 - Vulnerability
 - Performance history
-

Availability You must know what collectors are available at your echelon as well as above and below you. The intelligence system provides a direct support MI company to each maneuver brigade consisting of Human Intelligence (HUMINT), Signals Intelligence (SIGINT), and Imagery Intelligence (IMINT) assets. METT-T will decide the mix of assets. Additionally, each brigade has the ability to access information databases of higher echelons and request information through various electronic means.

System Capability Determining system capability is fairly straightforward. You consider the limitations of range, weather, accuracy, technical characteristics, or any other effects on the collection system. Do not, for instance, request an infantry patrol to intercept enemy radio communications. An infantry unit lacks the equipment to complete the mission.

Vulnerability Evaluate the collector's vulnerability to threat forces. To do this you must know the threat's ability to locate, identify, and destroy the very collector you are relying on to provide you with information.

Performance History You must also consider the past performance history of the collectors. This is an awareness that develops over time. Readiness rates, responsiveness, and proven accuracy of reporting all impact on the collector's reliability.

LS/A 1, ELO 2, Another phase of Step 2 is to develop a collection strategy. Plan to task organic assets, request support from higher commands, and recommend tasking to subordinate echelons. Each echelon has unique, organic intelligence capabilities that relate directly to the intelligence system “push/pull” concept. Higher echelons push information down to you while you pull information from your subordinate units. This assures that the right information gets to the user when the user needs the information.

Key to
Developing a
Collection
Strategy

When you select resources, plan to task organic assets, request support from higher headquarters, and recommend tasking to subordinate echelons. Consider the following when developing a collection strategy:

- Cueing: This involves using one or more sensor systems to provide data that causes collection by other systems. An example is a report from a sensor system indicating movement in a certain area and an observation post, when alerted to the movement, visually reporting that tanks are at that location.
 - Redundancy: Use a number of collection assets to cover the same target. The more “eyes and ears” you have looking and reporting on a SIR, the more assurance you have that the reported activity is factual and not a deception.
 - Mix: The use of complementary coverage by different types of sensors and collectors. For example, scouts report re-supply activity in a known assembly area, and signals intelligence intercepts the associated logistics net and provides unit identities, subordination, and indications of future activity.
 - Integration: Integration fuses new collection requirements into planned or existing missions.
-

Synchronizing
Collection to
Requirements

After selecting the resources you plan to use, you must synchronize collection to your intelligence requirements.

LS/A 1, ELO 2, Using your IPB products, associate each requirement you have with its corresponding decision point and time line. An effective tool to do this is the Synchronization Matrix, similar to the BOS matrix developed during the decision making and orders process, but involving only intelligence collection assets.

Develop Specific Order and Request (SOR) Sets

This is where you translate the SIRs into a directive rather than an inquisitive statement. The SIR identifies expected enemy activity you were able to determine through war-gaming and or knowledge of threat operations and tactics. Specific Orders and Requests (SORs) are the specific orders that the collection manager transmits to the collector. The SORs contain all that the collector needs to know about the collection activity. They contain:

- The type of information you will need.
 - Where to obtain it.
 - When the information is no longer of value (Latest Time Information is of Value, LTIOV).
-

Examples of SORs

If the SIR is: Will more than 17 reconnaissance vehicles subordinate to the 3d Armor Division or it's regiments pass through named area of interest (NAI) 8 or NAI 9 between 041800Z and 052000Z March XX?

An SOR might be:

SOR 1A: Report the presence of reconnaissance vehicles in NAI 8 and NAI 9 between 041800Z and 052000Z March XX. Specify direction of movement and numbers and types of vehicles. LTIOV: 060400Z March XX?

SOR 1B: Report the presence of communications nodes associated with reconnaissance elements of the 3d Armor Division or its subordinate regiments in NAI 8 or NAI 9 between 041800Z and 052000Z March XX. LTIOV: 060400Z March XX.

LS/A 1, ELO 2, Prioritize SORs The last portion of this step is to prioritize SORs for collection assets. At the brigade and battalion the collection plan is relatively simple, but collection assets will likely have to respond to multiple SORs. Prioritization is necessary to focus collection on what is important at the time. Regardless of when the collection teams/units received the information, specify which answers need transmitting first.

Step 3: Task or Request Collection This step implements the collection plan through execution of specific tasking or request means. There are various tasking documents we use to levy intelligence requirements on collection agencies. The Intelligence Annex to the Operations Order (OPORD) is a standardized tasking vehicle at echelons corps and below (ECB). Paragraph 3 of the Intelligence Annex, Intelligence Acquisitions Tasks, implements the collection plan. It contains a complete list of current orders and request for information (RI). Use an appendix to the annex to relay lengthy intelligence tasking orders and requests. At brigade and battalion levels this appendix often takes the form of R&S overlays and plans. Another effective technique is to coordinate with the G-3/S-3 to list specifics for the collection of intelligence in paragraph 3, Execution, of the command's OPORD. Supporting details are then included in the Intelligence Annex and additional appendixes.

Execute and Implement The tasking process provides the selected unit with a specific, prioritized requirement. Planning and conduct of the collection operation fall within the AM functional area of responsibility (AOR). Following the appropriate tasking chains established by unit standing operating procedures (SOPs) or "how-to" manuals limits the confusion caused by duplicate or misrouted tasking.

Collect and Exploit This final sub-function of Step 3, Task or Request Collection, belongs to the asset manager for planning purposes and to the collection and exploitation systems themselves for execution. The final results are the production of information and intelligence that leads to the satisfaction of the initial intelligence requirements.

In addition to providing reports on the results of their collection operations, asset managers, report on the status and availability of their collection systems. This ensures that the collection manager is able to make efficient use of the command's intelligence collection capabilities as he continually updates and refines the collection plan.

LS/A 1, ELO 2, Disseminate is the fourth step in the collection management process. It is the
 Step 4: delivery of intelligence information to those who need it when they need it.
 Disseminate All of the planning and collecting of the information is of no value unless
 you process and disseminate it to those who need the intelligence for mission
 accomplishment.

Arrange for Getting intelligence to the requestor as soon as possible is key to successful
 Direct Collection Management (CM) operations. Whenever possible, write into the
 Dissemination SOR the requirement for direct dissemination of intelligence to the original
 requestor. Include the required coordinating information such as call signs,
 frequencies, and routing addresses.

Direct dissemination is especially important for intelligence that supports
 targeting efforts. Whenever possible, arrange for direct dissemination of
 targeting intelligence to the FSE and targeting cells.

Determine Determining the time sensitivity of each report allows you to make decisions
 Perishability about the best means of dissemination. Evaluating perishability requires you
 to stay abreast of the current and developing situation. Continuous
 coordination is essential with the all-source production section (ASPS), the
 targeting cell, and the operational staff.

Determine how After determining WHO to send each report to, determine HOW MUCH of
 much to the report each user requires. First, make sure that compartmented
 Disseminate information is not disseminated to users who are only authorized collateral
 information. Legal restrictions may also prohibit the dissemination of
 information to allied or coalition forces. This is especially true during other
 operations where political considerations may dominate collection
 operations.

Evaluate each element of reported information against the decisions,
 requirements, and supporting SIRs and SORs for the identified consumer.
 Disseminate each “block” of intelligence accordingly.

Identify Media Voice, graphics, and text dissemination: When disseminating relatively
 for small amount of information, use a combination of voice, graphics, and text
 Dissemination deliveries. Each of these means has advantages and disadvantages:

LS/A 1, ELO 2, Voice is most useful in situations where speed in the transmission of a small amount of information is critical. It obtains instant feedback and Identify Media for acknowledgement, allowing for resolution of misunderstanding or Dissemination, ambiguity. On the other hand, when passing large amounts of information, continued voice systems are slow and prone to error.

Graphics and text dissemination is ideal for lengthy messages, but can sometimes make information too subtle, ambiguous, and confusing. When there is an option, use the graphic solution for information on disposition, composition, and strength; use text for the other order of battle (OB) factors. The optimal mix is to send the graphics or text immediately with a notice that a follow-up voice conference will follow. This allows for verification of receipt and gives an opportunity for recipients to resolve any questions or ambiguities.

Data Base Handling Automated data bases are ideal for handling large amounts of data. While the collection manager rarely manages the data base, he will have complete access to it via a local area network (LAN). This enables you to transfer incoming digital information straight into the data base, thus ensuring instant dissemination within the command's intelligence section.

The LAN also enables you to immediately satisfy some intelligence requests. Recall that during the **Development Requirement** step, the requirement manager checks immediately available data bases before sending SIRs to the mission manager. The LAN enables the requirements manager to conduct instant checks of the local data base.

Disseminate Techniques: For voice communications, use a radio net call or a conference call to transmit broadcast or limited broadcast items. Point-to-point communication is best for single distribution items. Deal with graphics and text dissemination as per voice communications. The distribution list determines whether you use broadcast, limited broadcast, or point-to-point techniques.

First try to disseminate graphics and text using file transfers between two automated systems using normal communications trunks between modems. Failing this, try a facsimile transmission. In terms of time required, a messenger with hard copy is least desirable. However, if the messenger is well briefed, this technique can be effective in terms of user understanding.

LS/A 1, ELO 2, Disseminate, continued	Use the precedence coding system (for example, FLASH, PRIORITY) but be careful not to deflate the value of the highest precedence codes. Ensure that the entire section is proficient in terms of operating automated systems and familiarity with messages formats. You will learn more about processing and dissemination in the last two intelligence lessons: W118, Processing, and W119, Dissemination.
--	--

Develop Audit Trail	<p>You must know who received what information. This optimizes dissemination by ensuring that everyone who requires information actually receives it. It is not uncommon for a concerned user not to receive information, even though the requirements manager arranged for direct dissemination and the collector has sent the information. This problem arises due to reasons such as missed broadcasts and incorrect call signs.</p> <p>Audit trails further optimize dissemination by ensuring that concerned users receive each report only once. It is not uncommon for a user to receive the same report multiple times. Often this leads to false “confirmation” of a report which is only “confirming” itself.</p>
------------------------	---

Step 5: Evaluate Reporting	During this step you determine how well the system is satisfying the command’s intelligence requirements. Ideally, the collection system answered all SIRs and SORs in a timely manner. Realistically, you may never completely satisfy all PIRs and IRs.
----------------------------------	---

Monitor and Maintain Synchron- ization	Track the flow of the operation against the intelligence synchronization matrix. Prompt asset managers and collectors, as necessary, to keep their reporting synchronized with the operation and the commander’s needs. The operation will seldom progress on the timelines assumed during planning and staff wargaming.
---	--

Correlate Reports to Requirements	<p>Identify the original SOR and requirement that the reported information satisfies. This allows you to determine which SORs have been satisfied and which require more collection. During the development of requirements, develop a numbering system that enables you to conduct quick audit trails linking requirements to SORs.</p> <p>Insist that asset managers tag all of their reports with the numbers of the SORs they satisfy. If an asset establishes its own numbering system, insist that reports provide a key that relates the reporting asset’s internal numbers to the SOR number.</p>
---	---

-
- LS/A 1, ELO 2, Screen Reports** After reports have been correlated and tagged to the appropriate SOR, determine whether the SOR has been satisfied. Screen each report for:
- **Pertinence:** Does the information actually address the tasked SOR? If not, can you use this information to answer other requirements?
 - **Completeness:** Is essential information missing? (Refer to the original SOR.)
 - **Timeliness:** Has the collector reported by the latest time information is of value (LTIOV) established in the original SOR?
 - **Opportunities for cueing:** Can this system or another system take advantage of the new information to increase the effectiveness and efficiency of the overall collection effort?
-

- Provide Feedback to Collectors and Exploiters** After determining how well the reported information satisfies SORs, inform the asset manager of the concerned collectors and exploiters.
- For fully satisfied SORs, relieve the asset managers of further responsibility to collect against the SOR.
 - For partially satisfied SORs, notify the asset managers that the SORs remain outstanding, explaining what remains to be done.
 - Notify asset managers of new SORs designed to exploit cueing opportunities.
-

Step 6: Update Collection Planning Step 6 involves the adjustment of the overall collection plan to keep intelligence synchronized and optimize collection and exploitation capability as the current situation changes. As you satisfy requirements, you remove them from the plan so collection assets do not waste time on continued collection of unneeded information.

Eliminate Satisfied Requirements During the “Update Collection Planning” step of the CM process you eliminate SORs that have been satisfied. In this step, eliminate SORs that are over taken by events, even if unsatisfied. This requires continuous coordination with agency that generated the original requirement.

LS/A 1, ELO 2, Redirect Assets to Unsatisfied Requirements Requirements can be satisfied by the collector to which they were tasked or as a results of collection success elsewhere on the battlefield. Hence, for limited times, an assets manager may have collection capability in excess of his taskings. The purpose of this step is to make best use of this “excess” capability.

Cue Assets to Collection Opportunities Recall that in previous steps the requirements manager looked to create and exploit cueing opportunities. This is where the requirements manager and mission manager redirected an asset not because of excess capability, but as the results of cross-cueing or because of the opportunity that an intelligence report might generate.

Maintain Synchronization The timelines associated with each decision point, which are used as the basis for establishing the LTIOV, are only estimates. As planning or execution of the command’s COA progress, these estimated timelines are refined. You must stay alert to the need for changes in the collection plan that results from these refinements. These are usually changes to the LTIOV but sometimes also involve other changes.

Add New Requirements As planning or execution of a COA evolves and as the threat situation develops, commanders will generate new intelligence requirements. This prompts the re-initiation of the CM process. Prioritize the new requirements against the old rather than simply adding them to the existing list. Do not simply discount previous requirements: some may still be valid. Reinitiate the CM process, consolidating new requirements with existing requirements which remain valid.

LS/A 2, ELO 2, Lesson Exercise 2 Click here to go to [Lesson Exercise 2](#).

SECTION IV SUMMARY

**Review/
Summarize
Lesson**

This lesson discussed the steps taken to manage the collection of intelligence. Remember that some of our most valuable assets are the maneuver units and the individual soldier. Assets are broken down into two categories: organic resources and resources requested from outside the unit. There are various tasking documents that can aid in managing the collection effort, to include the R&S overlay and the collection plan. It is important that these documents are synchronized with the overall tactical plan.

**Check on
Learning**

Review Lesson Exercises 1 and 2 to clarify any questions you have on the collection management process.

**Transition to
Next Lesson**

You will see the importance of collection management and how it supports the next phase of the intelligence cycle in the next lesson, W118 Intelligence Processing.

SECTION V STUDENT EVALUATION

**Testing
Requirements**

At the end of the military intelligence block of instruction in Phase II, you will receive a four-hour written examination. A portion of the test covers intelligence collection.



Lesson Exercise 1: Instructions

The following four questions will test your knowledge of the materials covered in ELO 1. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Collection management has three sub-functions; Requirement Management, Mission Management, and _____.

- A. Direct Management
- B. Asset Management
- C. Store Management
- D. Assignment Management





Who performs RM and MM, and sometimes AM at brigade, and echelons below brigade?

- A. S-4
- B. S-3
- C. S-2
- D. S-1





Effective RM results in a “what to collect” that is clear, _____, and collectible.

- A. Readable
- B. Orderly
- C. Concise
- D. Written





Exploitation Management is part of _____.

- A. Requirement management
- B. Asset management
- C. Collection strategy
- D. Collection Planning



INCORRECT

The correct answer is B.

Collection management has three sub-functions; Requirement Management, Mission Management, and Asset Management. PTP, PAGE 6.



CORRECT



INCORRECT

The correct answer is C.

S-2. PTP, Page 6.



CORRECT



INCORRECT

The correct answer is C.

Effective RM results in a “what to collect” that is clear, concise, and collectible.
PTP, Page 7.



CORRECT



INCORRECT

The correct answer is D.

Exploitation Management is part of collection planning. PTP, Page 7.



CORRECT





Lesson Exercise 2: Instructions

The following nine questions will test your knowledge of the materials covered in ELO 2. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





What are the steps in the collection management process?

- A. Develop COA, analysis and comparison of COA, decision making, and execution.
- B. Develop requirements, develop collection plan, task or request collection, disseminate, evaluate reporting, update collection planning.
- C. Synchronization, analysis, performance history, intelligence BOS.
- D. Determine NAI, specify activities to take, ensure units are available for tasking.





In which step of the collection management process does “war-gaming” take place?

- A. Step 6.
- B. Step 4.
- C. Step 3.
- D. Step 1.





Analyze requirements supports the effective use of _____.

- A. collection assets
- B. war-gaming
- C. synchronization
- D. intelligence BOS





What four things do you consider when evaluating a collection resource?

- A. Availability, capability, system capabilities, and direct support.
- B. Availability, capability, vulnerability, and performance history.
- C. Availability, system capabilities, direct support, and readiness.
- D. Availability, capability, accuracy, and performance history.





What do you consider when developing a collection strategy?

- A. Cueing, organic assets, mix, and resources.
- B. Cueing, redundancy, mix, and organic assets.
- C. Cueing, redundancy, mix, and integration.
- D. Cueing, redundancy, organic assets, and resources.





In addition to providing reports on the results of their collection operations, assets managers, report on the status and availability of their _____.

- A. collection systems
- B. implementation systems
- C. execution systems
- D. planning systems





Graphics and text dissemination is ideal for _____.

- A. automated data bases
- B. evaluations
- C. techniques
- D. lengthy messages





In which step of the collection management process do you determine how well the system is satisfying the command's intelligence requirements?

- A. Step 1.
- B. Step 3.
- C. Step 5.
- D. Step 6.





During which step of the collection management process do you eliminate SORs that have been satisfied?

- A. Step 3.
- B. Step 4.
- C. Step 5.
- D. Step 6.



INCORRECT

The correct answer is B.

Develop requirements, develop collection plan, task or request collection, disseminate, evaluate reporting, update collection planning. PTP, Page 8.



CORRECT



INCORRECT

The correct answer is D.

Step 1. PTP, Page 9.



CORRECT



INCORRECT

The correct answer is A.

Analyzes requirements supports the effective use of collection assets. PTP, Page 11.



CORRECT



INCORRECT

The correct answer is B.

Availability, capability, vulnerability, and performance history. PTP, Page 13.



CORRECT



INCORRECT

The correct answer is C.

Cueing, redundancy, mix, and integration. PTP, Page 14.



CORRECT



INCORRECT

The correct answer is A.

In addition to providing reports on the results of their collection operations, assets managers, report on the status and availability of their collection systems. PTP, Page 16.



CORRECT



INCORRECT

The correct answer is D.

Graphics and text dissemination is ideal for lengthy messages. PTP, Page 18.



CORRECT



INCORRECT

The correct answer is C.

Step 5. PTP, Page 19.



CORRECT



INCORRECT

The correct answer is D.

Step 6. PTP, Page 20.



CORRECT



