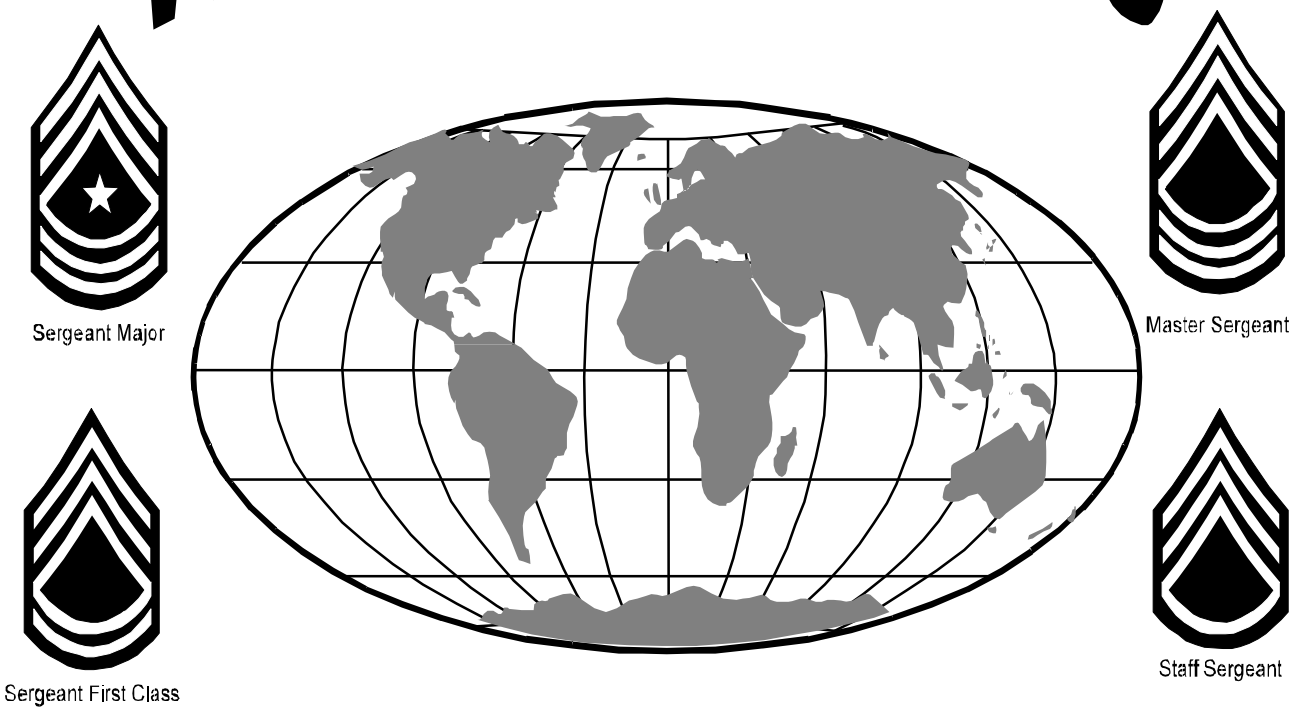
U.S. ARMY SERGEANTS MAJOR ACADEMY (BSNCOC)

W118 **JUN 99**

INTELLIGENCE PROCESSING

PRERESIDENT TRAINING SUPPORT PACKAGE

WAR FIGHTERS



OF THE 21ST CENTURY

PRERESIDENT TRAINING SUPPORT PACKAGE

TSP Number/ Hours and Title

W118
4.0 Hours
Intelligence Processing

Effective Date

JUN 99

Supersedes TSPs

This TSP supersedes W118, Intelligence Processing, Preresident Training Support Package, May 96.

TSP User

The following course uses this TSP: Battle Staff NCO Course.

Proponent

The proponent for this TSP is the US Army Sergeants Major Academy.

Comments and Recommen-dations

Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

ATTN ATSS DCR
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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.

This TSP contains

The following table lists the material included in this TSP:

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Lesson	Section V, Student Evaluation	43
	Section VI, Student Questionnaire	Not Used
Appendixes	A. Lesson Evaluation, Faculty Graded	Not Used
	B. Lesson Exercise and Solutions	B-1
	C. Student Handouts	Not Used

Gender Disclaimer

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

SECTION I ADMINISTRATIVE DATA

Task(s) Trained

This lesson trains the tasks listed in the following table:

Task Number:	71-3-2005
Task Title:	Process specific information requirements data.
Conditions:	While assigned as a member of a unit staff under simulated operational conditions.
Standards:	In accordance with FM 34-3.

Task Number:	71-3-2006
Task Title:	Process combat information and intelligence.
Conditions:	While assigned as a member of a unit staff under simulated operational conditions.
Standards:	In accordance with FM 34-3.

Task(s) Reinforced

This lesson reinforces the task(s) listed in the following table:

Task Number	Task Title
7-1-3905	Perform intelligence operations.
7-1-3906	Perform S-2 operations.

Prerequisite Lessons

- W115, Introduction to Intelligence Operations.
- W116, Intelligence Preparation of the Battlefield.
- W117, Intelligence Collection.

Clearance and Access

There is no security clearance or access requirements for this lesson.

Copyright Statement

No copyright material reproduced for use in this lesson.

References

The following table lists the references for this lesson:

Number	Title	Date	Para No.	Additional Information
FM 34-3	Intelligence Analysis	March 1990		
FM 34-80	Brigade and Battalion Intelligence and Electronic Warfare Operations	April 1986		
FM 6-20-40	Fire Support for Brigade Operations (Heavy)	January 1990		
FM 101-5	Staff Organization and Operations	May 1997		
FM 100-5-1	Operational Terms and Symbols	September 1984		
FM 100-60	Armor-and Mechanized-Based Opposing Force Organization Guide	July 1997		
GTA 30-1-24	Soviet Template Inventory			

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 NCO Course.

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

SECTION II INTRODUCTION

Terminal Learning Objective

At the completion of this lesson, you will--

Action:	Perform staff NCO actions required to process intelligence/ information.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

Evaluation

You will receive an evaluation on the material presented in this lesson during Phase II.

Instructional Lead-in

In previous intelligence related lessons, we learned the importance of IPB and intelligence collection. This lesson will define the purpose of intelligence processing as providing information on the enemy's assets,capabilities, vulnerabilities, potential courses of action, and the terrain and weather in the area of operations. Much of the processing of information requires expert technical knowledge, and we will not dwell on in-depth analysis of information from a technical point of view. After all, we do have division, corps, and EAC assets to assist us in the more technical aspects of intelligence processing.

SECTION III PRESENTATION

ELO 1

Action:	List the operations involved in information processing.
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with FM 34-3.

Learning Step/ Activity (LS/A) 1, ELO 1
Information Processing Steps

Intelligence operations follow a four-phase process known as the intelligence cycle. This cycle is oriented to the commander's mission. Supervising and planning are inherent in all phases of the cycle. Figure 1, on page 6 shows the intelligence cycle:

LS/A 1, ELO 1, Information Processing Steps, continued

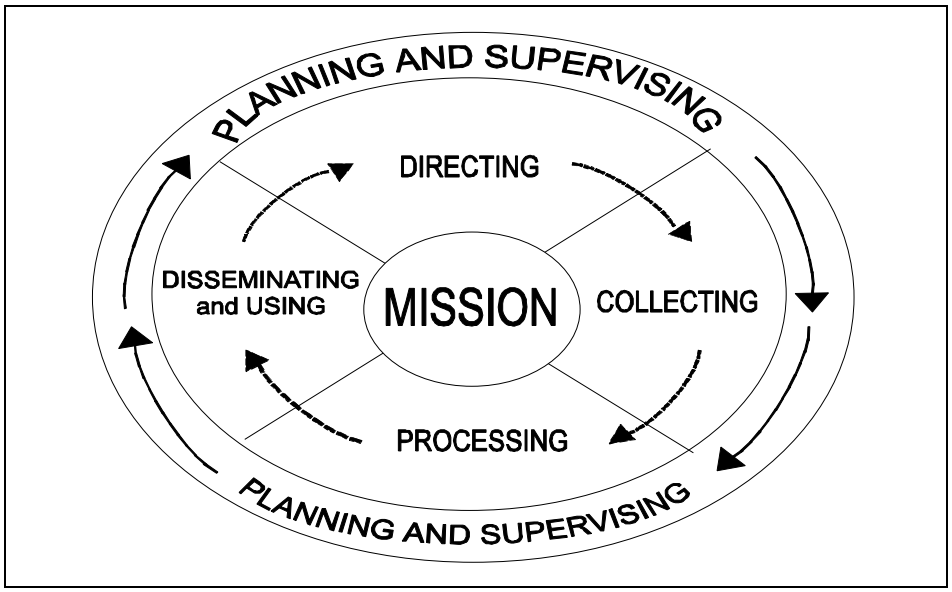


Figure 1. The Intelligence Cycle

As you can see in figure 1, processing is one of the phases of the intelligence cycle. Processing is the phase in the intelligence cycle in which information becomes intelligence.

(REF: FM 34-3, p 2-1)

Three Processing Operations

Processing consists of three operations:

- Recording—Reducing information to writing or some other graphic representation.
- Evaluation—Determining the pertinence of the information to the operation, reliability of the information's source, and the accuracy of the information.
- Analyzing—Determining the significance of the information, when compared to information and intelligence already known.

Processing is a continuous operation. The intelligence analyst processes information without waiting for additional information. Intelligence, even developed from fragmentary information, is essential. Complete information about a target or element is seldom available. The analyst continuously identifies information gaps and attempts to complete, confirm, or refute fragmentary information. This information must assist the commander to generate and apply combat power. It allows him to strike critical units or areas, and to achieve and retain the initiative.

LS/A 1, ELO 1, Information Processing Steps, continued

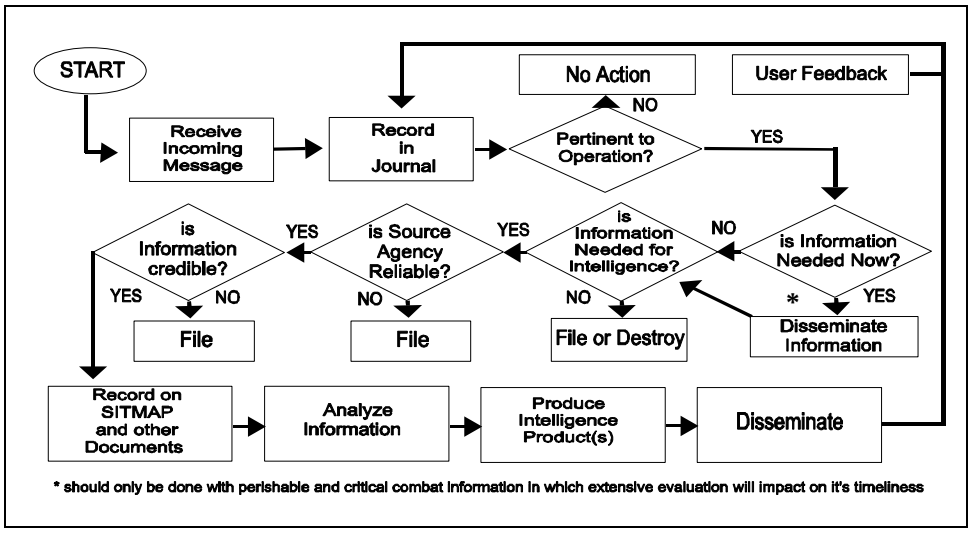


Figure 2. Information Processing

(REF: FM 34-3, p 2-4)

Figure 2 shows you the steps involved in processing information. The sequence for processing varies with the nature and urgency of the information. Information is normally recorded first; however, ift contributes to the development of urgent intelligence, it is recorded simultaneously with or after evaluation and analysis. Combat information or partially developed intelligence needed immediately will get disseminated before its process completion. Information that is not of immediate value will get processed before dissemination.

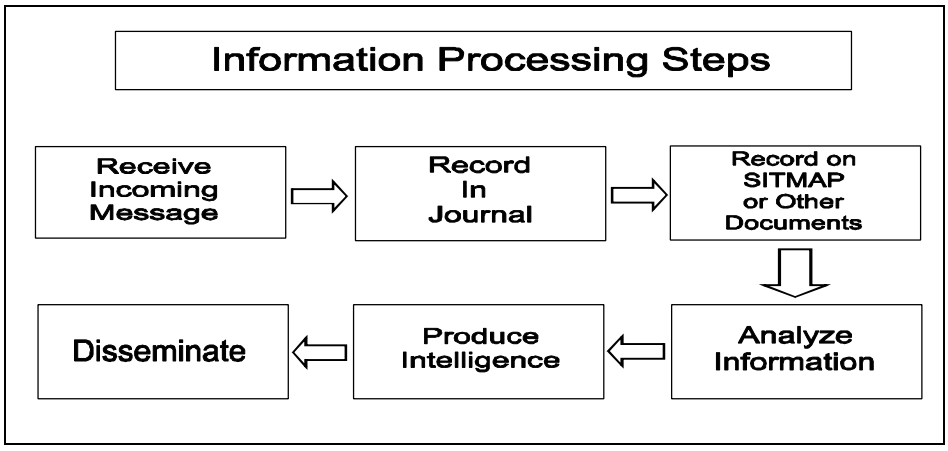


Figure 3. Key Information Processing Steps

Figure 3 highlights the key features of processing for your information and use.

LS/A 1, ELO 1, Evaluation, Analysis, and Dissemination	Evaluation and analysis may occur simultaneously, followed by immediate dissemination. For example, information from a reliable source may indicate the enemy is about to launch an attack. In this case, recording is of secondary importance and the intelligence report that an attack is imminent gets disseminated as soon as possible after receipt.
Reporting	Reporting of information to higher and lower echelons occurs concurrently with processing. For example, to speed target execution time of high priority targets (HPTs), a commander orders lower headquarters to report all information concerning specified enemy units, areas, or activities before the processing cycle is complete.
Collection	A sound collection program that effectively uses collection assets results in a heavy volume of information. Some of this information may be of no value to the collecting unit, but of great value to adjacent, higher, or lower units.
Impact of ADP	Today, most information gets manually processed. Emerging automatic data processing (ADP) systems help the analyst process greater volumes of information faster and more accurately.
Intelligence Data Base	Developing and maintaining an intelligence data base is essential to processing. The data base is the basis for analyzing new information needed for situation and target development as well as countermeasures (CM), electronic warfare (EW), and counterintelligence (CI) operations. There is a creation of intelligence data bases for contingency areas during peacetime, when possible.
Information and Intelligence Sources	By researching available literature published by various agencies and sources, you can collect data base information and intelligence. These agencies and sources include: • Central Intelligence Agency (CIA). • Defense Intelligence Agency (DIA). • National Security Agency (NSA). • U.S. Army Intelligence Agency (USAIA). • Unified Commands. • Theater Commands • Allies. • Open Sources.

LS/A 1, ELO 1, Analyst Role

The analyst identifies gaps in the data base and passes requirements to the collection manager. Information received becomes correlated with existing information in the data base to assess its significance. Combat information, often highly perishable, is disseminated immediately.

Lesson Exercise 1

Click here to go to Lesson Exercise 1.

ELO 2

Action:	Identify the components of an intelligence data file.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

LS/A 1, ELO 2, Recording Operation

Recording information into the data base makes evaluation and analysis easier and more accurate and facilitates preparation of intelligence reports by drawing together all available information on a specific subject. The means used for recording must be adequate to handle the volume of information and intelligence received. The means must also serve the needs of those who must have access to it. The means and techniques of recording must permit timely dissemination of information and intelligence.

Devices

Recording is more complex at higher command echelons. At divisions and above, ADP systems assist in the recording function. Some of the more common recording devices are:

- Intelligence journal.
- Intelligence files.
- Situation map (SITMAP).
- Intelligence workbook.
- Coordinate register.
- Order of battle (OB) records.

BSNCOC Threat Model

The threat model used in the Battle Staff Non-commissioned Officer Course is based on The Former Soviet Model

LS/A 1, ELO 2, Assumption	We will assume that, in the area of heavy forces, a potential enemy would likely be using foreign equipment and using various styles of threat organizational configuration and operations.
Threat Templates	Threat templates in GTA 30-1-24 are a valuable addition to the data base and are used only as examples. The G-2/S-2 still must consider the various threats across the entire spectrum of conflict when preparing the intelligence data base.
Historical Repository	With the outset of hostilities, the intelligence data base becomes a repository for historical data and information on battlefield activities.
Intelligence Journal	The journal is an official, permanent, and chronological record of reports and messages received and transmitted, important events that have occurred, and actions taken in response. Accuracy and completeness are essential in the journal, since various elements within the headquarters will refer to it later. It covers a specific period of time, usually 24 hours.
Entries should Reflect	Intelligence journal entries should reflect: • An accurate and concise statement of the message, report, or event. • A notation about the sender or individual making the report, to include unit duty position and section (e.g., S-3, 1/60th Infantry Battalion). • The time of receipt or dispatch and method of transmission. • Action taken as a result, to include dissemination given to reports, other information received, and other internal G-2/S-2 recording (workbook, SITMAP).
Contents of Journal Entries	Journal entries are concise and record the time and essential facts. As a minimum, the journal entries include: • Purpose, subject, and conclusions of conferences. • Command decisions and summarizations of plans. • Movement of enemy units one echelon above and two echelons below your own. • Significant messages (radio, radio teletypewriter (RATT), hard-copy, overlays, photos, and any other verbal or written reports) transmitted and received.

LS/A 1, ELO 2, Contents of Journal Entries, continued

- Incidents of enemy activity.
- Friendly patrol activity.
- Liaison activities.
- Changes in personnel within the staff section.
- Summaries of written messages and orders.
- Summaries of action based on enemy and friendly activity.

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG
For use of this form, see AR 220-15: the proponent agency is Office of The Deputy Chief of Staff for Operations & Plans

PAGE NO. 1 | NO. OF PAGES 1

ORGANIZATION OR INSTALLATION: 2 BDE 52D MECH DIV
LOCATION: BURGEW, GE. LA567275
PERIOD COVERED — FROM: HOUR 0001, DATE 07 DEC 80 — TO: HOUR 2400, DATE 07 DEC 80

ITEM NO.	TIME IN	TIME OUT	INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN	INL
1	0001		JOURNAL OPENED 0001		
2	0030		1st BTF: Company team A ptrol reported enemy supply dump		
			vicinity LA888912.	Map, S3, Cdr.	
3		0055	ALL UNITS: Execute alternate challenge and password.		
			Primary compromised ar 070045.	Cdr, Staff, Units.	
4	0020		1ST BTF: Follow-up to item 2. Search results: 12 AT mines,		
			30,00 rounds 7.62 ammunition, 6 rolls barbed wire, all		
			destroyed in place.	Cdr, S3.	
65	2400		Journal Closed 2400.		
			SUMMARY		
			No enemy contact during period, but one enemy ammunition		
			dump destroyed.		

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY: SAMUEL A. MORRIS, CPT, MI.
SIGNATURE:

DA FORM 1 NOV 62 1594 — PREVIOUS EDITION OF THIS FORM IS OBSOLETE. — USAPPC V2.10

Figure 4. Sample Journal Page

Types of Files

Intelligence files permit ready access to all available information. The files most commonly maintained are:

- Journal file.
- Reference file.
- Order of battle (OB) file.

LS/A 1, ELO 2, Journal File	The journal file contains all previously recorded journal sheets and supporting materials. Supporting material referenced on the journal is filed in chronological sequence. The journal file includes: • Copies of orders. • Periodic reports. • Messages. • Memoranda. • Conference notes. • Map overlays. • Other materials (required to support the journal entries).
Journal File Maintenance	The unit SOP normally describes the procedures for maintaining a journal. One good method is to begin the annotation with the letter "J," followed by the date and an entry number. The fifth entry on June 23d would read, "J-23-05."
Reference File	The reference file includes all information that is not of immediate interest but may be of future value. Information is cross-indexed to permit easy retrieval.
Intelligence Workbook and Order of Battle Records	The intelligence workbook contains information arranged by subject heading. This arrangement helps to sort, evaluate, and interpret information and prepare intelligence reports. It is not a permanent record and not distributed to an outside agency. The workbook is always current with all obsolete entries deleted.
Workbook Format	There is no prescribed format for the workbook. • At division and lower headquarters, use the index tabs to label information in the intelligence summary (INTSUM). • At corps and higher levels, use index tabs to label information in the periodic intelligence report (PERINTREP).

LS/A 1, ELO 2, Workbook Recording Procedures

The procedures below are appropriate to maintaining the intelligence workbook:

- Record incoming messages and reports.
- Messages that furnish information on different subjects results in several entries. Each entry contains only that subject information.
- Base each entry in the workbook on an incoming message and include a reference to the journal serial number of that message.
- The intelligence officer makes written comments on the evaluation of the information and its possible significance following the appropriate entry.

Order of Battle Intelligence (OB)

OB intelligence is an integral part of intelligence analysis at all levels. Intelligence analysts consider OB intelligence. They integrate it with other intelligence pertaining to weather, terrain, and other mission, enemy, terrain, troops, and time available (METT-T) factors to determine threats capabilities, vulnerabilities, and probable courses of action.

OB Definition

OB is the identification, strength, command structure, and disposition of the personnel, units, and equipment of any foreign military force.

OB Factors

The OB consists of evaluated information on the enemy, allied, and neutral forces and includes the following:

- Composition.
- Disposition.
- Strength.
- Tactics.
- Training.
- Logistics.
- Combat effectiveness.
- Electronic technical data.
- Miscellaneous data.

LS/A 1, ELO 2, OB Factors, continued

The following table provides definition and explanation to each of the OB factors. (REF: FM 34-3, p 3-1 through 3-6)

Factors	Definition/Explanation
Composition	• The identification and organization of units. • Applies to specific units/commands rather than types. • Unit identification is essential complete designation by name or number, type, relative size and strength, and subordination. • Organization is the physical structure of a unit and the relationship of the various elements with the structure. • Taken into consideration when developing intelligence concerning composition is the basic self-sufficient tactical unit (usually a combat division). • Units subordinate to self-sufficient tactical units, although capable of limited independent action, cannot sustain themselves over long periods of time. Consequently subordinate units are seldom employed independently or separately.
Disposition	• Consists of the location of threat units and the manner in which these units deploy tactically (or administratively in times of peace). • Disposition also includes the recent, current, and projected (or probable) movements of threat units. • Location is the geographical area or position occupied by a unit or units. • Knowledge of strength and location of threat units assists the intelligence officer in determining the capabilities of the force and its effect upon the accomplishment of the friendly mission. • Tactical deployment is the relative position of units with respect to one another or to the terrain. • Knowing the arrangement of units in echelon indicates (if the threat assumes the offensive) which units conduct the initial attack and which units provide support and reserve roles. • Movement of units is part of disposition. ⇒ It is the physical relocation of a unit from one geographical point to another. Patrol activity may be an indication of planned movement but, in and of itself, is not movement.

LS/A 1, ELO 2, OB Factors, continued

Disposition, continued	⇒ When a threat unit has moved, is moving, or possibly will move in the future, it becomes capable of executing a number of actions which affect the conduct of battle (or current political situation). ⇒ The OB analyst must continually monitor unit movements in order to provide correct and detailed data on Threat dispositions.
Strength	• Describe a unit in terms of personnel, weapons, and equipment. • Strength information provides the commander with an indication of enemy capabilities and helps determine the probable courses of action or options open to threat commanders. • A lack of strength or preponderance of strength can lower or raise the estimate of the enemy's capabilities. • A marked concentration/buildup of units in an area give the commander certain indications of enemy objectives and probable courses of action.
Tactics	• Include tactical doctrine as well as tactics employed by specific units. • Doctrine refers to the Threat's accepted principles of organization and employment of forces for the conduct of operations. • The OB analyst knows how the Threat may employ forces under various conditions and in certain type situations or special operations. • Doctrinal templating (FM 34-130) is one method of graphically portraying enemy tactics.
Training	• Individual and unit training contribute to combat effectiveness. • Each type or phase of training a unit accomplishes adds to its capabilities and effectiveness.
Logistics	• The adoption of a course of action depends on the ability of the logistical system to support that action. • Categories of logistical information include: ⇒ All classes/types of supplies. ⇒ Supply lines of communication.

LS/A 1, ELO 2, OB Factors, continued

Logistics, continued	⇒ Logistical requirements. ⇒ Procurement methods. ⇒ Distribution priorities/procedures. ⇒ Transportation networks/modes. ⇒ Installation/logistical control points. ⇒ Terminals. ⇒ Evacuation/salvage procedures. ⇒ Maintenance.
Combat Effective-ness	• Describe the abilities and fighting quality of a unit. • Predicted by analyzing: ⇒ Personnel strength. ⇒ Amount/conditions of weapons/equipment. ⇒ Status of training. ⇒ Efficiency of officers and NCO corps. ⇒ Quality of leadership. ⇒ Length of time of a unit commitment in combat. ⇒ Traditions and past performance. ⇒ Personality traits of theunit commanders. ⇒ Geographic area in which committed. ⇒ Morale, esprit, health, discipline, and political reliability (or belief in the cause for which they fight). ⇒ Status of technical/logistical support of the unit. ⇒ Adequacy of military schooling at all levels. ⇒ National characteristics of the people.
Electronic Order of Battle	• Requires electronic OB information to conduct EW. • Includes communications equipment parameters (i.e., emitter type and nomenclature) modulation, multiplex capability, pulse duration, pulse repetition, frequency, bandwidth, associated weapons systems, and other technical characteristics of electronic emissions. • Facilitates a more accurate evaluation of the enemy's vulnerability to electronic attack and deception, and EW in general.
Miscel-laneous Data	• Includes supporting information needed by an analyst to develop other OB elements. • Includes basic intelligence described as "know your enemy." It includes:

LS/A 1, ELO 2, OB Factors, continued

Miscellaneous Data, continued	⇒ A personality file is information on certain characteristics and attributes, which describe individual members of a military force. ⇒ A unit history is information and intelligence on the elements of a specific unit.

OB Records

The OB analyst uses variousrecording aids in organizing and cataloging OB information. The type used depends on the echelon of command and the local situation. Some common recording aids are:

- Unit workbook.
- OB workbook.
- OB SITMAP.
- OB card file.
- Personality file.
- Military installation file.
- Organization worksheet.
- Strength worksheet.

OB Workbook

The OB workbook aids the analyst in sorting, evaluating, and interpreting information and in preparing intelligence reports. Like the intelligence workbook, there is no set format forthe OB workbook. At corps level and higher the OB workbook tabbing conforms to the paragraphs of the PERINTREP. The following figure shows the organization of information in an OB workbook.

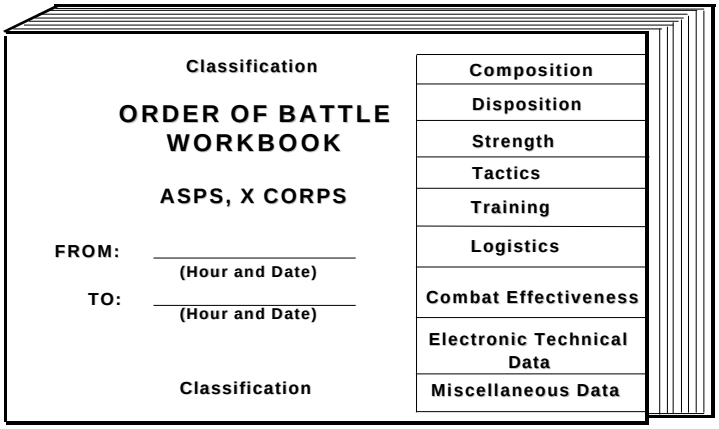


Figure 5. Order of Battle Workbook

(REF: FM 34-3, p 3-15)

LS/A 1, ELO 2, OB Card

The analyst uses OB cards to maintain complete and accurate data on enemy units. The card format is standardized within NATO to facilitate the exchange of information and intelligence among allied forces. Normally, there is one card maintained for each enemy regiment and independent battalion within the friendly unit's area of interest (AI).

OB Card Content

Information on the OB card includes:

- Identification (numerical designation, type of unit, and nationality).
- Field post number (FPN).
- Subordination (parent unit).
- Subordination formations or units.
- Location (place name and universal transverse mercator (UTM) coordinates).
- Table of major equipment (including war establishment and current effective strength).
- Combat effectiveness and category (where applicable).

Optional Information

The OB card contains the following optional information:

- Code name (official name assigned by the enemy for convenience or as a cover).
- Honorific title.
- Nickname (unofficial popular name).
- Insignia.
- Commander.
- Unit history.
- Signature equipment (including significant quantities).
- Turret numbers, vehicle registration number, or other tactical identification signs.
- Miscellaneous.

OB Card Record Validity

OB record validity dates and source references appear on the back of the card. Also recorded on the back of the card is information subject to frequent changes. This includes:

- Unit locations.
- Strength.
- Combat effectiveness.

LS/A 1, ELO 2, OB Card Record Validity, continued

The following figures show the front and the back of the OB card.

(FRONT)

BASIC COMPOSITION OVERALL LIST

1. Tactical Symbol	2. Formation or Unit	3. Superior Formation or Unit	4. Nickname	5. Insignia or Personnel Equipment
◇	125 GTR	369 MRD	URAL -KURSK DIVISION	
6. Initial Strength	**7. Code Number**	**8. Code Name**	**9. Location**	**10. FP Number**
85%				10169
11. Coordinates (UTM)	**12. Commander**	**13. Nationality, Formations or Unit**	**14. Effective Strength (%)**	**15. Combat Effective**
32U PB123456	LTC VASILY YAKOV	UR	80 - 85%	

Consecutive Number	Subordinate Units	Location	Coordinates (UTM)	Installion	FP Number (Date)	Code Name or Code Number	Commander	Initial Strength	Effective Strength
a.	b.	c.	d.	e.	f.	g.	h.	i.	j.
01	1 GTB		PB123456				UNK		
02	2 GTB		PB125498				MAJ ROMANOV		
03	3 GTB		PB118441				UNK		

History: Miscellaneous:

Figure 6. OB Card (front)

(BACK)

UNIT PERSONNEL AND EQUIPMENT TABLES

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
No	Unit	Tac-tical Sym	OFF	NCO or Men	Tot	TBD	2SI																										
01	1TB		10	70	80	25																											
02	2TB		14	84	98	31																											
03	3TB		10	70	80	24																											
04	121 ARTY		?	?	?		18																										

Figure 7. OB Card (back)

(REF: FM 34-3, p 3-19 and 3-20)

Lesson Exercise 2

Click here to go to Lesson Exercise 2.

ELO 3

Action:	Describe the use of the situation map.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

LS/A 1, ELO 3, Types of Situation Maps

The two types of situation maps (SITMAPs) are:

- The Order of Battle situation map (OB SITMAP).
- The working SITMAP.

Differences

The OB SITMAP and the working SITMAP are two separate items. Although with the same type of recorded information on each, their functions differ:

- The G-2/S-2 uses the working SITMAP for recording and analyzing.
- The purpose of the OB SITMAP is discussed in detail below. It is normally less cluttered than the working SITMAP.

OB SITMAP

The OB SITMAP is a graphical portrayal of current threat OB, either confirmed or unconfirmed. It shows the identification and disposition of the opposing units and any other information which will assist in developing the threat OB.

Echelons Covered

As a general rule, the analyst plots threat units one echelon above and two echelons below his own level of command using the appropriate symbols IAW FM 101-5-1.

Data Covered

Peculiarities of unit organization, the tactical situation, and the time and personnel available within the analysis section determines more precisely what to plot and what to omit on OB maps.

Titling Data

Like other overlays, the OB SITMAP contains titling data. This data includes:

- Overlay title.
- Map sheet name.
- Map sheet number.

LS/A 1, ELO 3, Titling Data, continued

- Map series.
- Map scale.
- Prepared by _____.

Caption Box

A caption box, on the OB SITMAP, is an annotation containing information which helps to identify and explain the OB situation graphics. Three types of caption boxes normally used:

- Strength.
- Unlocated Units.
- Legend.

OB SITMAP Sample

The following figure shows an example of an Order of Battle Situation Map.

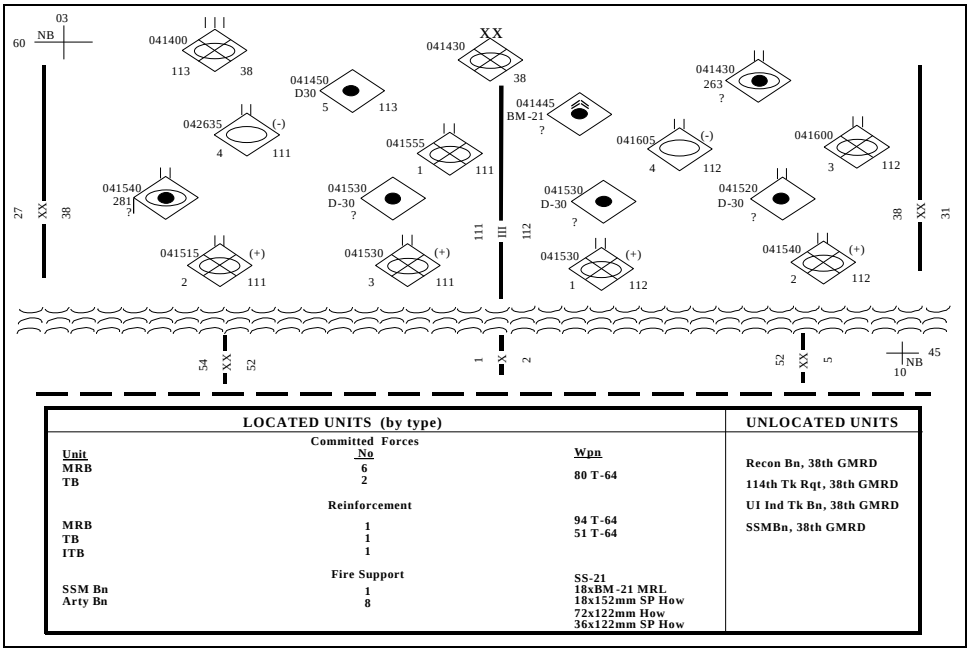


Figure 8. OB SITMAP

(REF: FM 34-3, p 3-16)

Strength Caption Box

Entries here usually consist of strength computations in numbers of personnel, types of units, and weapons and equipment categorized as committed forces, fire support (FS), and available reinforcements. Considered as reinforcements are reconnaissance elements that are part of an opposing maneuver unit, if uncommitted.

LS/A 1, ELO 3, Unlocated Units Caption Box	This box lists the existing unlocated units. These units pose a threat to the accomplishment of the friendly mission, and maximum effort directed toward establishing the disposition of unlocated units in the AO.
Legend Caption Box	When it becomes necessary to improvise symbols for enemy units, the OB SITMAP uses a legend caption box.
Working SITMAP	The S-2 uses the working SITMAP for recordinginformation in depth and for detailed analysis. The working SITMAP, because of its detail, appears more cluttered than the OB SITMAP. Its information is constantly purged when no longer needed. The working SITMAP is the primary analytical tool at all echelons. It is a temporary graphic display of the current disposition and major activities of the enemy.
Friendly Information Limitations	Limited information about friendly forces on the working SITMAP are: • Boundaries. • Location of command posts (CPs)of higher, lower, and adjacent units. • Reconnaissance units. • Forward Edge of the Battle Area (FEBA). • Forward Line of Own Troops (FLOT).
Enemy Information	Previously addressed in this lesson were the level of enemy units posted. Always posted in the friendly rear area are enemy units, regardless of size because of the amount of damage they can do to the administrative and logistical nodes. Also posted are enemy headquarters (especially regimental and higher levels) and CS and CSS asset locations. The SITMAP reflects enemy unit identification, disposition, and boundaries; major roads or trails for movement of personnel, weapons and equipment; and locations of: • Automatic weapons (battalion SITMAP only). • Supporting mortars (battalion SITMAP only). • Antitank guns (battalion SITMAP only). • Artillery. • Air Defense Artillery.

LS/A 1, ELO 3, Enemy Information, continued

- Minefields.
- Roadblocks.
- Entrenchments.
- Obstacles.
- Defensive positions.
- Logistics and command facilities.
- Aircraft and helicopter staging areas.
- Nuclear, biological, and chemical (NBC) contaminated areas.
- Ground surveillance devices.
- Smoke screens.

Separate SITMAPs

Maintenance of the OB SITMAPs at brigade and battalion level is normally a joint S-2 and S-3 action. At higher levels, each section maintains a separate SITMAP. When the intelligence and operations staffs use separate maps, the acetate overlays must be interchangeable between these maps. Examples of separate overlays are:

- Enemy fortifications.
- High value targets.
- Obstacles.
- OB data.
- Friendly reconnaissance patrols.
- Surveillance activities (include the ground coverage of each system).

Precedence

The maintenance of the working SITMAP takes precedence over all other recording means during combat operations and it is also continually purged of information that is not current or otherwise no longer needed.

Primary Intelligence Uses

The SITMAP helps to make sound tactical decisions. Its primary intelligence uses are to:

- Display enemy situation and disposition.
- Provide the basis for comparison to determine the significance of newly received data about enemy forces. Intelligence preparation of the battlefield (IPB) situation and event templates provides a basis for comparison.
- Provide a background and basis for briefing and other required intelligence reports.

LS/A 1, ELO 3, Primary Intelligence Uses, continued

- Provide the basis for overlays which graphically portray the enemy situation.
- Assist in the determination of movement patterns of guerilla or insurgent forces.
- Show possible intelligence gaps which require redirection of the collection effort.

Secondary Intelligence Uses

Posted on the margin of the working SITMAP or upon charts or cards nearby as a secondary use of the map is the following information:

- Computation of enemy personnel and weapon strengths and weaknesses.
- Organization charts of specified enemy units.
- Summaries of weather and terrain data.
- A listing of Priority Intelligence Requirements (PIR) and Information Requirements (IR).
- Notations about the current patrol plan.
- Movement computations.
- A listing of friendly attachments.
- A listing of unlocated enemy units believed to be in the AO.
- Probable courses of action.
- Battle damage assessment (BDA).

Plotting Hints

Provided below are recommended procedures to follow in maintaining a SITMAP when plotting enemy activities and dispositions:

- Indicate the latest time of any observed activity or the disposition confirmed. Ensuring the working SITMAP and supporting overlays stay as simple as possible and the use of authorized conventional signs, military symbols and abbreviations is the job of the S2.
- Rather than attempting to plot all the entries on a map using conventional or improvised military symbols, the S2 uses a number or letter to plot the area of observed activity. Then the S2 enters a corresponding letter or number into a space along side the map and a notation entered as to the activity observed. Use a number or letter that is easily crossindexed to the journal or message file for a complete report.
- Be careful of overcrowding the map. Group entries by categories on a series of acetate overlays. Use separate overlays to display separate categories of information.
- As with all overlays, place registration marks in opposite corners to facilitate aligning the overlay and the map.

LS/A 1, ELO 3, Lesson Exercise 3

Click here to go to Lesson Exercise 3.

ELO 4

Action:	Recognize intelligence and information of an intelligence nature from an intelligence estimate.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3 and FM 101-5.

LSA 1, ELO 4, Intelligence Estimate

One intelligence reference file you will use as a battle staff NCO is the Intelligence Estimate. Normally, divisions and corps prepare written intelligence estimates and pass them down to their subordinates. At brigade and battalions, the staffs will prepare written intelligence if they have time to do so. More than likely, in a tactical situation, the entire estimate process is mental and covers the fundamentals of the written product.

Purpose of Intelligence Estimate

The intelligence estimate analyzes the characteristics of the area of operations and the enemy situation because they can affect the accomplishment of the mission. This estimate draws conclusions and makes recommendations, as appropriate, concerning the effect of the area of operations on:

- Friendly and enemy forces.
- Probable enemy courses of action.
- Exploited enemy vulnerabilities.
- Feasibility of various friendly courses of action.

Intelligence Estimate Format

The intelligence estimate consists of five paragraphs. The first paragraph is a restatement of the mission. The remaining paragraphs outline an analysis of the battlefield area based on:

- Intelligence preparation of the battlefield (IPB).
- Estimate of the enemy's strengths, capabilities, and limitations.
- Intelligence officer's conclusions about the total effects of the AO on friendly courses of action.
- Possible enemy courses of action.
- Effects of exploitable enemy vulnerabilities.

LS/A 1, ELO 4, Five Paragraphs

The five paragraphs of the intelligence estimate are:

- Mission.
- Situation and Considerations.
- Analysis.
- Comparison.
- Recommendation and Conclusions.

(REF: FM 101-5, p C-3)

Annotated Intelligence Estimate

The following pages show an example of an intelligence estimate. Carefully study this example.

Annotated Intelligence Estimate

_____
(Classification)

Copy____of ____copies
Issuing headquarters
Place of issue
Date-time group of signature
Message reference number

INTELLIGENCE ESTIMATE NO____

References: Maps, charts, or other documents.

Time Zone Used Throughout the Estimate:

1. MISSION. Restated mission resulting from the mission analysis.

2. SITUATION AND CONSIDERATIONS.

   a. Characteristics of area of operation. Discuss what influence the AO has on probable enemy courses of action based on facts and conclusions derived from IPB and an analysis of the AO, if there is one prepared. Also referenced is a previously prepared analysis of the AO. Any previously prepared or other reference material not contained in this paragraph, must contain enough information to support the conclusions.

_____
(Classification)

LS/A 1, ELO 4, Annotated Intelligence Estimate, continued

(Classification)

(1) Weather. How will different military aspects of weather affect specific staff area of concern and resources? Weather conditions are those factors that impact on current and planned operations. This includes appropriate light data and either a weather forecast or climatic information. When operations cover a long period or programmed for a future operation, climatic information replaces weather data forecasts. Light data includes:

(a) Beginning of Morning Nautical Twilight (BMNT).
(b) Beginning of Morning Civil Twilight (BMCT).
(b) Ending of Evening Civil Twilight (EECT).
(c) Ending of Evening Nautical Twilight (EENT).
(d) Moonrise.
(e) Moonset.
(f) Phases of the Moon.

(2) Terrain. How will aspects of the terrain affect specific staff areas of concern and resources? The existing terrain situation includes the tactical aspects of the area: observation and fire, concealment and cover, obstacles, key terrain features, and AAs. Each aspect oriented based on its influence on selected courses of action by either force.

(3) Other pertinent facts. Analyses of political, economic, sociological, psychological, and environmental infrastructure, as they relate to the area.

b. Enemy Forces.

(1) Enemy dispositions. References made to overlays, enemy situation maps, or previously published documents.

(2) Composition. Summarize enemy Order of Battle (OB) that can influence accomplishment of the mission. References made to previously published documents. Special mention of units capable of EW, low-intensity operations, and other special operations, as appropriate.

(3) Strength. List enemy strength as commited forces, reinforcements, air assets, nuclear weapons, and chemical and

(Classification)

LS/A 1, ELO 4, Annotated Intelligence Estimate, continued

(Classification)

biological agents. The purpose of this listing is to assist in developing enemy capabilities and vulnerabilities for use by the commander and staff in selecting courses of action. Factors considered are the unit mission, location of the enemy, enemy doctrine, and the level of command of the estimate preparation.

(4) Capabilities. Based on all the previous information and analyses, develop and list enemy capabilities. The listing provides a basis for analyzing the available information to arrive at those capabilities the enemy can adopt as specific courses of action and their relative probability of adoption.

(5) Courses of action. List courses of action in order of relative probability of adoption. A listed course of action may include several subordinate courses of action executed concurrently. Justified by the available evidence are usually no more than two or three courses of action, in order of probability of adoption.

c. Friendly Forces.

(1) Friendly courses of action. Effects of the AO on own Courses of Action. For attack courses of action, indicate the best AAs. For defensive courses of actions, indicate the best areas and the best AAs leading to and into the defense areas.

(This subparagraph is omitted, if the discussion of the effects of the area on own courses of action in paragraph 2 is also omitted, because of the availability of a current analysis of the AO).

(2) Current status of resources within staff area of responsibility.

(3) Current status of other resources that affect staff area of responsibility.

(4) Comparison of requirements versus capabilities and recommended solutions.

(5) Key considerations (evaluation criteria) for COA supportability.

Classification

LS/A 1, ELO 4, Annotated Intelligence Estimate, continued

Classification

3. ANALYSIS. Analyze each COA using key considerations (evaluation criteria) to determine advantages and disadvantages.

4. COMPARISON. Compare COAs using key considerations (evaluation criteria). Rank order COAs for each key consideration. A decision matrix should visually support Comparison.

5. RECOMMENDATIONS AND CONCLUSIONS. Based on all previous information and analysis, state conclusions concerning the total effects of the AO on friendly courses of action; the courses of action most likely adopted by the enemy, including their relative probability of adoption; and exploited effects of enemy vulnerabilities. These conditions assist in the selection of a friendly course of action.

   a. Recommended COA based on the comparison (most supportable from specific staff perspective).

   b. Issues, deficiencies, and risks with recommendations to reduce their impacts.

(Classification)

Lesson Exercise 4

Click here to go to Lesson Exercise 4.

ELO 5

Action:	Describe the process of evaluating information.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

LSA 1, ELO 5, Evaluation at Various Levels

Evaluation includes determining the pertinence of information and the reliability and credibility of the source or agency of where the information came from. Evaluation at the lower levels is a simple task compared to the procedures used at higher echelons.

LS/A 1, ELO 5, Evaluation at Various Levels, continued	• At brigade or battalion, information which relates to the unit's AO and AI is pertinent; information relating to areas outside the AI may or may not be pertinent. • The brigade or battalion S-2 may or may not be able to judge the reliability of a source because the S-2 may not have repetitive contact with the source. • Information received from higher headquarters gets processed, evaluated, and interpreted. • The information collected by organic agencies at lower echelons generally is acquired by direct observation or actual contact with the enemy.
Pertinence	Pertinence is the examination of information to determine whether or not the information is: • Pertinent to the enemy or the battlefield area. • Needed immediately, and if so, by whom? • Of possible present or future value and, if so, by whom?
Reliability -- Source criteria	Evaluated for reliability is the source of information and the agency that collected it. The basis for judging reliability is previous experience with the source.
Reliability -- Unit criteria	The criteria for evaluating the reliability of troop units is their: • Training. • Experience. • Past performance.
Headquarters' Role	The headquarters closest to the source or agency is ordinarily the best judge of its reliability. A higher headquarters normally accepts the reliability evaluation performed by a reporting headquarters. It does, however, consider the reliability of the reporting headquarters itself.
Credibility	Credibility means the probable truth of the information. Base the judgement of credibility on the answers to the following questions: • It is possible for the reported fact or event to have taken place?

LS/A 1, ELO 5, Credibility, continued

- Is the report consistent within itself?
- Is the report confirmed or corroborated by information from different sources or agencies?
- Does the report agree or disagree in any way with other available information?
- If the report does not agree with information from other sources or agencies, which one is more likely to be true?

Judging Method

The most reliable method of judging the accuracy of a report is by comparing it with similar information, which already may be available in an intelligence file or workbook.

Accuracy Differences -- Higher vs Lower Headquarters

Marked differences in information accuracy may exist between echelons. This is because higher echelons have more sources of information and intelligence. Consequently, the higher headquarters have a greater opportunity to confirm, corroborate or refute the accuracy of the reported data.

Standard Evaluation System

Indicated by a standard system is the evaluation rating of each item of information.

- Reliability shown by a letter.
- Accuracy shown by a numeral.

NOTE: The lowest headquarters possible assigns the evaluation ratings.

Reliability Ratings

Use the following system to indicate the reliability of the source and agency:

A - Completely reliable.

B - Usually reliable.

C - Fairly reliable.

D - Not usually reliable.

E - Unreliable.

F - Cannot judge reliability.

LS/A 1, ELO 5, Reliability Ratings, continued

1. A rating of "A" indicates the most unusual circumstances. This evaluation given only when the source has extensive experience and background with the type of information reported.

2. A rating of "B" indicates a source of known integrity.

3. A rating of "F" indicates there is no basis for estimating the reliability of the source.

Agencies ordinarily get a rating of A, B, or C. However, when evaluated differently, the source and the collecting-reporting agency indicate only the lower degree of reliability.

(REF: FM 34-3, p 2-15)

Credibility Rating

Use the following system to indicate the credibility of information:

1 - Confirmed by other sources.

2 - Probably true.

3 - Possibly true.

4 - Doubtfully true.

5 - Improbable.

6 - Cannot judge the truth.

"1" Ratings

The reported information rating is "1":

- If stated with certainty that the reported information originates from a source other than that for already existing information on the same subject.

LS/A 1, ELO 5, "2" Ratings

The reported information rating is "2":

- Cannot establish the proof for other sources required for a 1 rating.
- No reason exists to suspect that the reported information comes from the same source as the information already available.

"3" Ratings

The reported information rating is "3" if investigation reveals the reported information on which no further information is yet available:

- Is compatible with the previously reported behavior of the target.
- The known background of the person leads to the deduction that the person might have acted as reported.

"4" Ratings

The reported information rating is "4":

- When the reported information contradicts the estimate of the development or known behavior of the target.
- The information cannot be disproved by available facts.

"5" Ratings

The reported information rating is "5":

- Reported information (unconfirmed by available data) contradicts the experience hitherto assumed to be reliable with regard to the development of a target or issue.
- Reported information, which contradicts existing data on a subject originally given a rating of "1" or "2."

"6" Ratings

The reported information rating is "6":

- Not given is the basis for rating the information 1 through 5.
- There is no sound basis for rating the information 1 through 5 because of the complete absence of other information on the same target.

LS/A 1, ELO 5, Standard System Cautions

The following rules apply in using the standard system:

- The scale 1 to 6 does not represent progressive degrees of accuracy.
- Preferred is the statement, "cannot judge the truth" over inaccurate ratings (1-5).
- Although using both letters and numerals, they are still independent of each other.
- Do not arbitrarily discard a report rated F-6 because it may be accurate.

Lesson Exercise 5

Click here to go to Lesson Exercise 5.

ELO 6

Action:	Describe the three steps of analysis
Conditions:	In a self-study environment using the material provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

LSA 1, ELO 6, Assessment

The processing of information includes analysis. Analysis consists of three steps:

- Assessment.
- Integration.
- Deduction.

Information to Intelligence

It is during the analysis phase of the intelligence cycle that information becomes intelligence.

Assessment Definition

Assessment is the sifting and sorting of evaluated information to update significant elements with respect to the mission and operations of the unit.

First Step

The first and most important step toward proper assessment is a clear understanding of the unit's mission and the commander's intent. View all information gathered in relation to what the commander wants to accomplish.

LS/A 1, ELO 6, Assessment Requirements	Assessment requires judgement and a through knowledge of military principles, the characteristics of the AO, and the enemy situation, to include enemy doctrine and past practices.
Assessment Higher Levels	Assessment at headquarters above division level often involves detailed research with greater difficulty caused by the increased volume of information. Regardless of the level, individuals who assess information must relate their efforts to the unit's mission to avoid wasted time and effort.
Integration	Integration is the combination of the elements isolated in assessment with other known information to form a logical picture or hypothesis of enemy activities or the influence of operational area characteristics on the mission of the command. In the process, there may be more than one hypothesis formulated based upon existing intelligence.
Integration Requirements	Integration, particularly the development of hypotheses, requires the same good judgement and through background knowledge essential to making a good assessment.
Integration Avoidance	In formulating hypotheses, the intelligence officer avoids preconceived opinion and hypotheses based solely on personnel experience or preference.
Enemy Commander Perspective	The intelligence officer, in building his hypotheses, attempts to adopt the role of the enemy commander.
Analysis and Testing	Analyze and test all hypotheses after formulation. • Analysis includes determining the indications that should exist if the hypothesis is a valid one. • Testing includes verifying the existence or nonexistence of these indications within the limitations of available time and means.
Integration Processes	Integration may be a mental process completed in a few moments or it may be a lengthy process involving the collection of a large volume of additional information.

LS/A 1, ELO 6, Deduction	The last step in the analysis of information is deduction. Meaning comes from the hypotheses developed and tested and considered valid as a result of integration.
First Question Answered	Deduction answers the question: "What does this information mean in relation to the area of operations, the enemy situation, and the friendly commander's intent?"
Useful Conclusion	The answer to the question provides a useful conclusion, which can serve as a basis for determining future enemy courses of action and for keeping the intelligence estimate current.
Second Question Answered	Deduction should also answer the question: "What does this information mean in relation to the enemy's use of tactical deception or counter-deception?"
Reduce Vulnerabilities	The answer to the second questionreduces friendly vulnerability to getting deceived and the false belief that the enemy believes the battlefield deception operations.
Deduction Techniques	Basic techniques available to assist the battalion or brigade S2 formulating hypotheses, as a part of deduction, are: • Deductive reasoning is going from the general to specific. • Inductive reasoning is going from the specific to the general.
Deductive Reasoning example	The S-2 knows a Soviet style tank division is advancing along an avenue of approach this is the general aspect of the situation. The S-2 deduces that the division's two motorized rifle regiments and three tank regiments are probably in a certain march formation. This specific information is the results of deductive reasoning.

LS/A 1, ELO 6, Inductive Reasoning Example

The S-2 gets information that two motorized rifle regiments and three tank regiments are at certain locations; this is the specific aspect of the situation. The S-2 figures, through studying doctrinal templates that this group makes up a tank division. The S-2 is using inductive reasoning.

Dissemination

The final step is to disseminate intelligence or information. You will receive detailed information on dissemination in W119, the last lesson in the intelligence block of instruction.

Lesson Exercise 6

Click here to go to Lesson Exercise 6.

ELO 7

Action:	Describe how intelligence processing supports targeting.
Conditions:	In a self-study environment using the materials provided in this lesson.
Standard:	In accordance with this lesson and FM 34-3.

LSA 1, ELO 7, Target Processing

One important application of intelligence processing is target development. We can know all we need to know about the enemy, such as:

- Location.
- Intentions.
- Capabilities.

However, if we cannot intervene in his operations, all this knowledge does little good. The target development process provides the commander the data he needs to inflict damage upon the enemy.

Targeting Definition

Targeting is the process of selecting targets and matching the appropriate response to them, taking into account operational requirements and capabilities.

Target Definition

A target is a geographical area, complex, or installation planned for capture or destruction by military forces.

LS/A 1, ELO 7, Object of Targeting

The object of targeting is to disrupt, delay, or limit those enemy capabilities which could interfere with achievement of friendly objectives.

CAUTION: Do not confuse disrupt, delay, and limit with suppress, neutralize and destroy.

The former applies to the effect that the damage has upon the target as it pursues a course of action.

The latter relates to the amount of damage inflicted upon a target.

Basis of Targeting

The basis for targeting is the friendly scheme of maneuver and tactical plans. It includes an assessment of the weather, terrain, and enemy to identify those formations, equipment, facilities, and terrain attacked or controlled to ensure success.

Targeting Process

The targeting process includes the development of a prioritized list specifying what targets to attack, and the requirement to defeat the target. The following figure shows the staff functions during the targeting process.

Receive guidance on:
- Commander's intent.
- High-payoff targets (HPTs).
- Attack criteria.
- Lead time between decision points and target areas of interest (TAIs).

Develop:
- Future modified combined obstacle overlay (MCOO).
- Situation and event templates.

Explain enemy courses of action as part of wargaming. Based on friendly courses of action, refine event templates. Assist in the development of HPT matrix and target selection standards (TSS).

Based on the commander's approval or changes of COA, HPT, attack guidance:

- **Publish** collection plans and specific orders and requests(SORs).
- **Brief** all-source production section (ASPS), collection management and dissemination (CM&D), technical control and analysis element (TCAE) as appropriate on COA, HPT, TSS, and attack guidance.
- **Ensure** all analyst and collectors understand the commander's intent.

Collect information.
Pass HPT related information and intelligence immediately to FS.
Pass other intelligence and target damage assessment per SOP.
Ensure information collection and intelligence production support any FRAGOs.

Figure 9. The Targeting Checklist

(REF: FM 34-3, p 7-2)

LS/A 1, ELO 7, Targeting Process, continued

Three functions characterize the targeting process methodology:

- Decide.
- Detect.
- Deliver.

The following table describes the three functions of the targeting process:

Function	Description
Decide	• Planning associated with a successful targeting effort. • Specifically answers the questions: ⇒ What is it we need to look for? ⇒ Where and when to find it? ⇒ Who can locate and identify it? ⇒ Use which attack option? ⇒ Required or possible target damage assessment (TDA)? • Provides clear picture of targeting priorities applicable to the tasking of: ⇒ Target Acquisition (TA) assets. ⇒ Information processing. ⇒ Selection of an attack means. ⇒ Post attack assessment.
Detect	• Priorities developed in the decide function translate into TA tasking found in the subordinate unit's portion of the OPORD and in intelligence and FS annexes. • TA assets gather information processed to produce valid targets.
Deliver	• Execution portion of the targeting process. • Consists of: ⇒ Selection of the appropriate attack means for a given target. ⇒ Tasking of that attack system. ⇒ Execution of the attack by the specified means.

Target Value Analysis (TVA)

TVA is a methodology thatidentifies potential HVT sets within a given tactical situation. It provides relative ranking of worth of target sets. The analyst working from the perspective of the enemy commander and in

LS/A 1, ELO 7, Target Value Analysis (TVA), continued	coordination with the G-3/S-3, FSO, and other staff members, wargames the operation to finalize staff estimates and develop a friendly and enemy decision support template. A by-product of this process is a determination of enemy assets critical to the success of the enemy's mission HVTs.
High Value Targets (HVTs)	HVTs are targets deemed important to the enemy commander for the successful accomplishment of his mission. An HVT is a target whose loss to the enemy can expect to contribute to substantial degradation of an important battlefield function. The development of HVT's comes from using the TVA tools based on the interpretation by the friendly intelligence system of the enemy course of action.
High-payoff targets (HPTs)	HPTs are HVTs which, if successfully attacked, contribute substantially to the success of friendly plans. The key to HPTs is that they are based on the friendly concept of the operation and support the friendly force commander's scheme of maneuver.
Target Selection Standards (TSS)	TSS are criteria that personnel use to determine which systems produce valid targets and which require some form of confirmation before considering targets for attack.
TSS Responsibilities	The development of TSS is a joint responsibility of the G-2 and G-3 sections and requires knowing the capabilities and the limitations of the collection assets. The countermeasures (CM) section of the G-2 provides the majority of these capabilities and limitations.
TSS Characteristics	Listed below are characteristics appropriate to TSS: • TSS reflects a system's capabilities to produce targets. • TSS is dynamic. • Considered in TSS is the effects of weather and terrain on both the collection assets and enemy equipment. • Keyed to the tactical situation. • Great care in dealing with enemy deception and to ensure the reliability of the reporting source/agency. • Designed to allow targeting personnel in the TOC to readily distinguish between targets and suspect reports. • Developed for all TA systems.

LS/A 1, ELO 7, Attack Guidance

Attack guidance details:

- Specific HPTs to attack.
- When and how attacked.
- Any attack restrictions.

Attack Guidance Matrix

The attack guidance matrix provides the format for the attack guidance. The following figure shows a sample attack guidance matrix.

CAT		HPT	When	How	Restrictions
(C3)	1	46, 48	I	N EW	Coordinate attack with EW
(FS)	2	1, 2, 7	A	N	DNE MRL Older then 10 min.
(ADA)	3	58	P	SIG 2	SEAD Program 120800A
(ENGR)	4		P	N	Countermobility
(RSTA)	5	85	P	EW	
(REC)	6	103, 105	P	N	
(POL)	7		A	D	Accy 0-200 M per TDA Requirement
(AMMO)	8		A	D	
(MAINT)	9		P	25%	Not High Value or Payoff
(LIFT)	10		P	N	Not High Value or Payoff
(LOC)	11		P	N G-3	Not High Value or Payoff

CAT = Target Category (from TVA)
HPT = Designated high payoff target; these targets have priority for engagements. Target numbers from TVA target sheets.
How = Attack of target.
-S: Suppress
-N: Neutralize
-D: Destroy
-EW: Jamming or other offensive EW means
-X%: Specified percentage of casualties or damage
-G3: Coordinate attack with G-2 (indication of any other person or element)

When = When to attack the target.
-I: Immediately. Interrupt other non-immediate attacks if necessary.
-A: As acquired. Attack as assets are available.
-P: Plan. Include target in a program of fires or file for later attack when the situation changes.

Restrictions = Any constraints on the attack of targets. Such constraints could be accuracy, time since acquisition, required coordination, or munitions restrictions by amount and type. Could include other notes such as "TDA requires" or "Missile target only".
DNE: Do not engage
-- Other abbreviations used as required by unit mission or SOP.

Figure 10. Sample Attack Guidance Matrix

(REF: FM 34-3, p 7-9)

Target Damage Assessment

Always desirable and required for certain important targets is the assessment of the effects of the attack. The same assets that acquire the targets often provide data on the effectiveness of the attack.

Assessment Forms

Assessment may take many forms besides determining the number of casualties or equipment destroyed. Other information includes:

- Whether targets are moving or hardening in response to the attack.
- Changes in the deception efforts and techniques.

LS/A 1, ELO 7, Assessment Forms, continued	• Increased communications efforts as a results of jamming. • Whether the damage achieved is having the expected effects on the enemy's combat effectiveness.
Passive Assessment	Passive assessment comes from the compilation of information regarding a particular target or area.
Assessment Preparation	If making an assessment, the key personnel must receive adequate warning so as to direct the necessary sensors at the target at the appropriate time.
Assessment Objective	Assessment allows friendly forces to tune our efforts to achieve the greater results with the least amount of expenditure or risk.
Lesson Exercise 7	Click here to go to Lesson Exercise 7.

SECTION IV SUMMARY

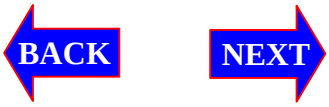
Review/ Summarize Lesson	This lesson provided you with information on the importance and purpose of intelligence processing. It shows you how to process the information provided on the enemy's assets, capabilities, vulnerabilities, potential courses of action, and the terrain and weather in the area of operations.
Check on Learning	The seven lesson exercises that you completed during this lesson serve as the check on learning for the TLO.
Transition to Next Lesson	None

SECTION V STUDENT EVALUATION

Testing Requirements	During Phase II you will receive an examination upon completion of the Intelligence portion of the course.

Lesson Exercise 1: Instructions

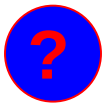
The following five questions will test your knowledge of the materials covered in ELO 1. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.



What is the four-phase process normally followed by intelligence operations?

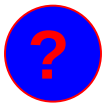
A. Comparison of friendly courses of action.
B. Intelligence analysis.
C. Intelligence cycle.
D. Intelligence estimate.

BACK NEXT



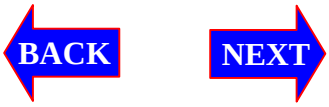
During which of the following phases of the intelligence cycle does information become intelligence?

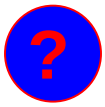
A. Collecting.
B. Directing.
C. Disseminating and using.
D. Processing.



Processing consists of what three operations?

A. Recording, Evaluation, and Analyzing.
B. Analyzing, collecting, and dissemination.
C. Analyzing, directing, and using.
D. Analyzing, evaluating, and disseminating.





Which of the following is responsible for continually identifying information gaps?

A. Analyst.
B. Collection manager.
C. G-2.
D. S-2.

BACK NEXT

Which of the following is the basis for analyzing new information needed for situation or target development?

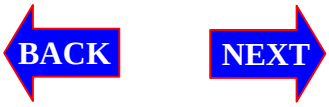
A. Intelligence annex to OPORD.
B. Intelligence estimate.
C. Intelligence data base.
D. Intelligence summary (INTSUM).

BACK ELO 2

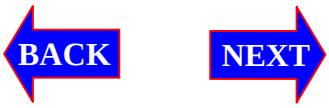
INCORRECT

The correct answer is C.

Intelligence cycle. PTP, Page 5



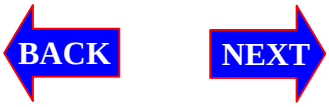
CORRECT



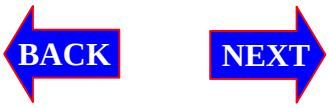
INCORRECT

The correct answer is D.

Processing. PTP, Page 6



CORRECT



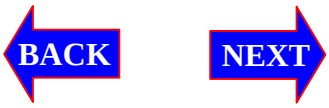
INCORRECT

The correct answer is A.

Recording, evaluation, and analyzing. PTP, Page 6

BACK NEXT

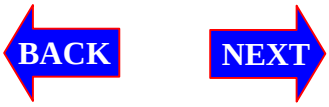
CORRECT



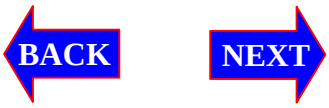
INCORRECT

The correct answer is A.

Analyst. PTP, Page 9



CORRECT



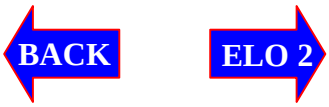
INCORRECT

The correct answer is B.

Intelligence data base. PTP, Page 9

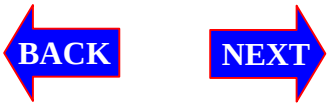
BACK ELO 2

CORRECT



Lesson Exercise 2: Instructions

The following seven 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.



Which of the following is the threat model used in the Battle Staff Noncommissioned Officer Course?

A. Iraqi model.
B. Generic model.
C. Saudi model.
D. Soviet model.

BACK NEXT

Which of the following is an official, permanent, and chronological record of reports and messages received and transmitted, important events that occurred, and actions taken in response?

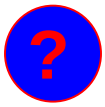
A. Intelligence files.
B. Intelligence journal.
C. Intelligence workbook.
D. Order of Battle records.

BACK NEXT

Which of the following includes: copies of orders, periodic reports, messages, memoranda, conference notes, map overlays, and other materials.

A. Journal file.
B. Intelligence journal.
C. Intelligence workbook.
D. Order of Battle records.

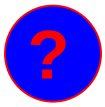
BACK NEXT



Where can you normally find the procedures for maintaining a journal file?

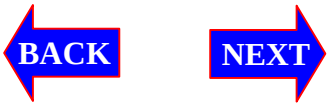
A. FM 34-1.
B. OPORD.
C. SOP.
D. FM 101-5.

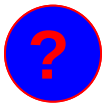
BACK NEXT



Which of the following is not a permanent record nor distributed to outside agencies?

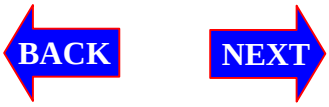
A. Journal files.
B. Intelligence journal.
C. Intelligence workbook.
D. Order of Battle records.





Which of the following involves the identification, strength, command structure, and disposition of the personnel, units, and equipment of any foreign military force?

A. Intelligence files.
B. Intelligence journal.
C. Intelligence workbook.
D. Order of Battle.



Which of the following OB factors involves identifying the recent, current, or projected movement by the enemy?

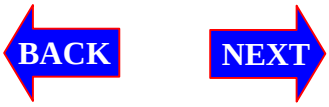
A. Composition.
B. Disposition.
C. Strength.
D. Tactics.

BACK ELO 3

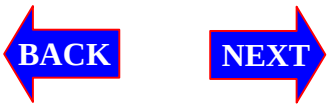
INCORRECT

The correct answer is D.

Soviet model. PTP, Page 10



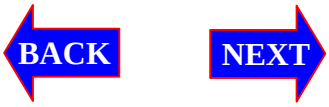
CORRECT



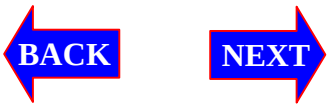
INCORRECT

The correct answer is B.

Intelligence journal. PTP, Page 10



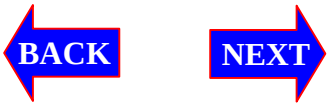
CORRECT



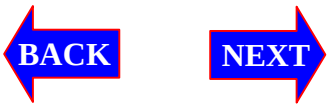
INCORRECT

The correct answer is A.

Journal files. PTP, Page 12



CORRECT



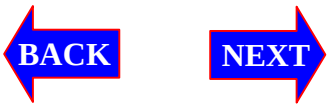
INCORRECT

The correct answer is C.

The SOP normally describes the procedures for maintaining a journal. PTP, Page 12

BACK NEXT

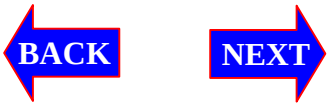
CORRECT



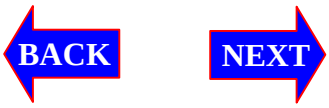
INCORRECT

The correct answer is C.

Intelligence workbook. PTP, Page 12



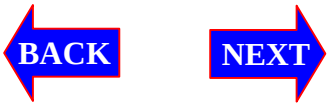
CORRECT



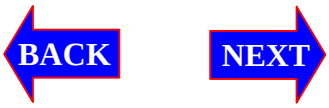
INCORRECT

The correct answer is D.

Order of Battle. PTP, Page 13



CORRECT



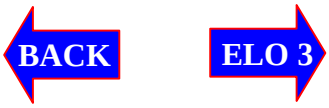
INCORRECT

The correct answer is B.

Disposition. PTP, Page 14

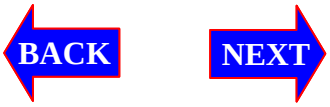
BACK ELO 3

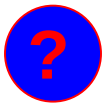
CORRECT



Lesson Exercise 3: Instructions

The following five questions will test your knowledge of the materials covered in ELO 3. 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.





How many types of SITMAPs are there?

A. One.
B. Two.
C. Four.
D. Eight.

BACK NEXT

Which of the following use the SITMAP for recording and analyzing?

A. The G-2/S-2.
B. The G-3/S-3.
C. The G-1/S-1.
D. The G-4/S-4.

BACK NEXT

Which of the following consists of the map sheet number, name, map series, map scale, overlay title, and prepared by?

A. Legend information.
B. Marginal information.
C. Registration marks.
D. Titling data of the OB SITMAP.

BACK NEXT

Which of the following uses an annotation containing information which helps to identify and explain the OB situation graphics?

A. Titling information.
B. Tactical situation.
C. Separate SITMAPs.
D. Caption box.

BACK NEXT

Which of the following is a secondary intelligence use of the working SITMAP?

A. Display enemy situation and dispositions.
B. Movement computations.
C. Show possible intelligence gaps requiring redirection of the collection effort.
D. Provide a background and basis for briefings.

BACK ELO 4

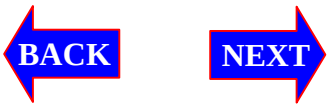
INCORRECT

The correct answer is B.

Two. PTP, Page 20

BACK NEXT

CORRECT



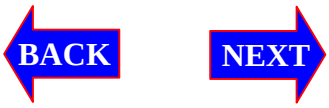
INCORRECT

The correct answer is A.

G-2/S-2. PTP, Page 20

BACK NEXT

CORRECT



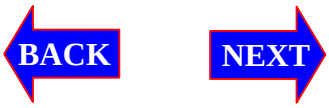
INCORRECT

The correct answer is D.

Titling data of the OB SITMAP. PTP, Page 20

BACK NEXT

CORRECT



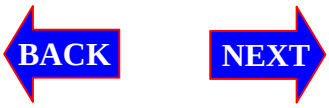
INCORRECT

The correct answer is D.

Caption box. PTP, Page 21

BACK NEXT

CORRECT



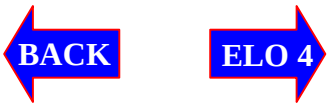
INCORRECT

The correct answer is B.

Movement computations. PTP, Page 24

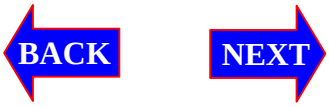
BACK ELO 4

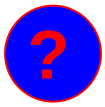
CORRECT



Lesson Exercise 4: Instructions

The following four questions will test your knowledge of the materials covered in ELO 4. 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.





The estimate of the situation consists of how many paragraphs?

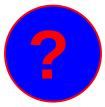
A. Three.
B. Four.
C. Five.
D. Nine.

BACK NEXT

In which numbered paragraph of the estimate would information on the effects of terrain on our own courses of action appear?

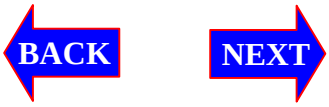
A. Paragraph 9.
B. Paragraph 5.
C. Paragraph 3.
D. Paragraph 2.

BACK NEXT



In which paragraph of the intelligence estimate will you find information on recent and present significant [enemy] activities?

A. Mission.
B. Situations and Considerations.
C. Analysis.
D. Enemy Capabilities.



A decision matrix should support which one of the intelligence estimate paragraphs?

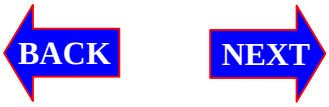
A. Mission.
B. Situation and Considerations.
C. Analysis.
D. Comparison.

BACK ELO 5

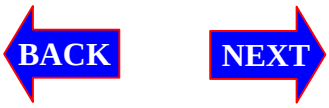
INCORRECT

The correct answer is C.

Five. PTP, Page 25



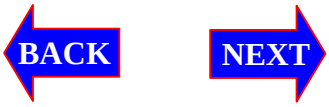
CORRECT



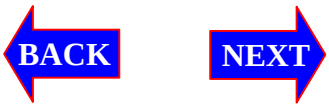
INCORRECT

The correct answer is D.

Paragraph 2. PTP, Page 26



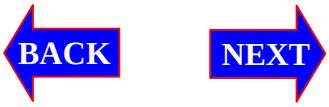
CORRECT



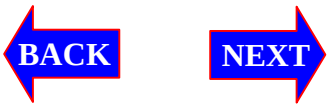
INCORRECT

The correct answer is B.

Situations and Considerations. PTP, Page 27



CORRECT



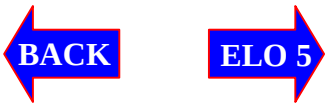
INCORRECT

The correct answer is D.

Comparison. PTP, Page 28

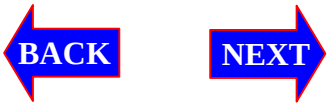
BACK ELO 5

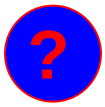
CORRECT



Lesson Exercise 5: Instructions

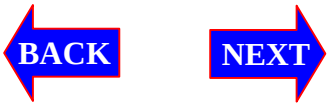
The following six questions will test your knowledge of the materials covered in ELO 5. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Which of the following includes “determining the pertinence of the information and the reliability and credibility of the source or agency through which the information was derived and its credibility ”?

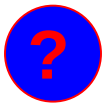
A. Analysis.
B. Assessment.
C. Dissemination.
D. Evaluation.



Which of the following statements is true?

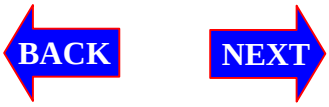
A. At brigade level information relating to areas outside the AI may or may not be pertinent.
B. The brigade S-2 may be able to judge the reliability of the source even through he does not have repetitive contact with the source.
C. Because of the volume of information available at higher headquarters, there is no processing of the information received from higher.
D. The information collected by organic agencies at lower echelons comes from actual observation and indirect contact with the enemy.

BACK NEXT



Examination of information to determine whether there is a need for it immediately or not meets the requirements for which of the following evaluation characteristics?

A. Accuracy.
B. Credibility.
C. Pertinence.
D. Reliability.



Using which of the following shows reliability?

A. A military graphic.
B. A letter.
C. A numeral.
D. A combination of letter and numeral.

BACK NEXT

Using which of the following rates the reliability of an agency as “fairly reliable”?

A. A.
B. 6.
C. 1.
D. C.

BACK NEXT

If no established proof exists for other sources but no reason exists to suspect that the reported information comes from the same source as the information already available, the credibility rating for the reported information is:

A. 6.
B. 4.
C. 2.
D. F.

BACK ELO 6

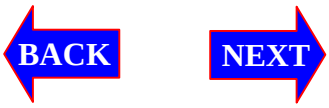
INCORRECT

The correct answer is D.

Evaluation. PTP, Page 29

BACK NEXT

CORRECT



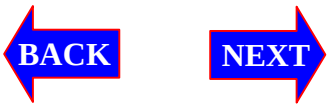
INCORRECT

The correct answer is A.

Information relating to areas outside the AI may or may not be pertinent. PTP, Page 29

BACK NEXT

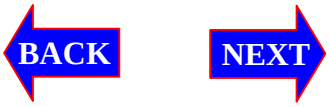
CORRECT



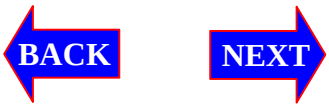
INCORRECT

The correct answer is C.

Pertinence. PTP, Page 29



CORRECT



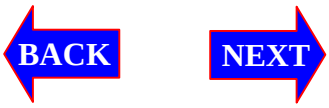
INCORRECT

The correct answer is B.

Reliability is shown by a letter. PTP, Page 30

BACK NEXT

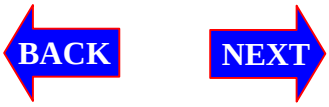
CORRECT



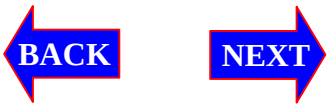
INCORRECT

The correct answer is D.

C. fairly reliable. PTP, Page 31



CORRECT



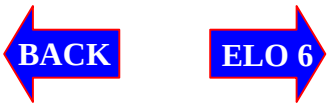
INCORRECT

The correct answer is C.

The reported information is rated “2.” PTP, Page 32

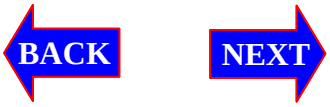
BACK ELO 6

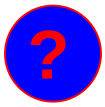
CORRECT



Lesson Exercise 6: Instructions

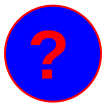
The following five questions will test your knowledge of the materials covered in ELO 6. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Which of the following is one of the three steps of analysis?

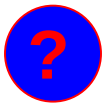
A. Administration.
B. Coordination.
C. Deduction.
D. War-gaming.



Which of the following defines the sifting and sorting of evaluated information to update significant elements with respect to the mission and operations of the unit?

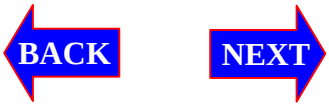
A. Assessment.
B. Deduction.
C. Dissemination.
D. Integration.

BACK NEXT



During which phase of the intelligence cycle does information become intelligence?

A. Analysis.
B. Assessment.
C. Collection.
D. Dissemination.



The procedure in which the examination of hypotheses to verify the existence or nonexistence of indications which render the hypotheses valid, within available time and means, is _____.

A. analysis
B. evaluation
C. integration
D. testing

BACK NEXT

Which of the following answers the question, "What does this information mean in relation to the area of operations, the enemy situation, and the friendly commander's intent?"

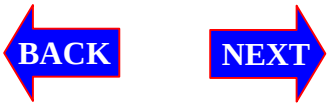
A. Assessment.
B. Deduction.
C. Dissemination.
D. Integration.

BACK ELO 7

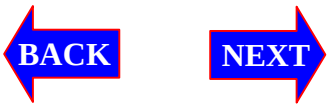
INCORRECT

The correct answer is C.

Deduction. PTP, Page 33



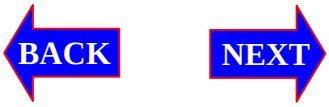
CORRECT



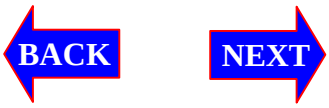
INCORRECT

The correct answer is A.

Assessment. PTP, Page 33



CORRECT



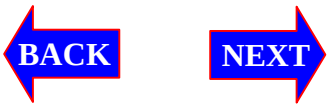
INCORRECT

The correct answer is A.

Analysis. PTP, Page 33

BACK NEXT

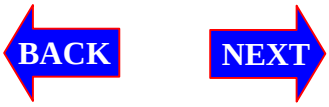
CORRECT



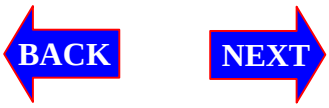
INCORRECT

The correct answer is D.

Testing. PTP, Page 34



CORRECT



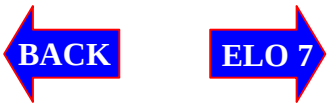
INCORRECT

The correct answer is B.

Deduction. PTP, Page 35

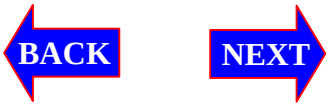
BACK ELO 7

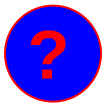
CORRECT



Lesson Exercise 7: Instructions

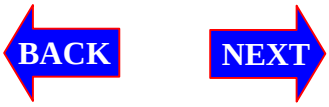
The following six questions will test your knowledge of the materials covered in ELO 7. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.





Which of the following best describes the object of targeting?

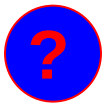
A. Knowing all we can about the enemy.
B. Matching appropriate response to the targets.
C. To disrupt, delay or limit enemy capabilities.
D. To suppress, neutralize, and destroy enemy capabilities.



Which of the following defines a geographical area, complex, or installation planned for capture or destruction by military forces?

A. Time sensitive target.
B. Target.
C. High-payoff target.
D. High value target.

BACK NEXT



Which of the following is a function of the targeting process?

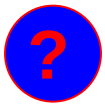
A. Assessment.
B. Coordination.
C. Communication.
D. Decide.

BACK NEXT

During which of the functions of the targeting process is information, gathered by target acquisition assets processed to produce valid targets?

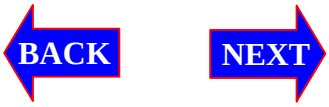
A. Decide.
B. Deliver.
C. Detect.
D. Disseminate.

BACK NEXT



Which of the following if successfully acquired and attacked contribute substantially to the success of friendly operations?

A. Time sensitive targets.
B. High risk targets.
C. High-payoff targets.
D. High value targets.



In which of the following will you find information on the when and how of targets engagement?

A. Attack guidance details.
B. Target determination.
C. Target value assessment.
D. Target value analysis.

BACK SEC IV

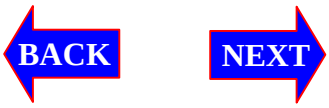
INCORRECT

The correct answer is C.

To disrupt, delay, or limit enemy capabilities. PTP, Page 37

BACK NEXT

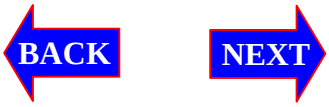
CORRECT



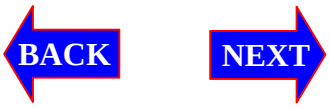
INCORRECT

The correct answer is B.

Target. PTP, Page 36



CORRECT



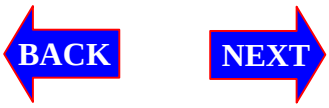
INCORRECT

The correct answer is D.

Decide. PTP, Page 38

BACK NEXT

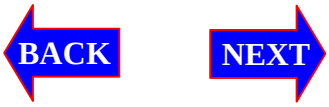
CORRECT



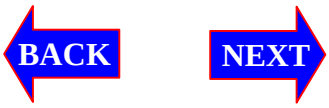
INCORRECT

The correct answer is C.

Detect. PTP, Page 38



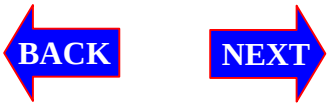
CORRECT



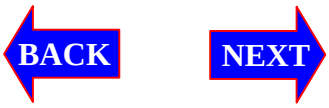
INCORRECT

The correct answer is C.

High-payoff targets. PTP, Page 39



CORRECT



INCORRECT

The correct answer is A

Attack guidance details. PTP, Page 40

BACK SEC IV

CORRECT