



Army Intelligence Training Strategy



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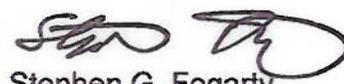
Foreword

No Cold Starts and No MI Soldier at Rest. In the coming decade, despite our best efforts, there remains a high likelihood that our nation will again find itself engaged in armed conflict. In an era of uncertainty the demand for scalable, mission-tailored, and regionally responsive forces will remain. Responding to these realities and the imperatives of the National Security Strategy, the Army is regionally aligning its Corps and Divisions to provide tailored forces to respond to Combatant Commanders' requirements for operational missions, exercises and security cooperation activities around the globe, while also ensuring the Army can fight and win our Nation's wars.

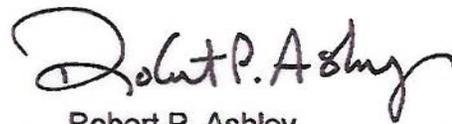
While we remain committed to supporting our Soldiers and Commanders in this year of transition in Afghanistan, we are also aggressively and innovatively preparing our Army Intelligence Corps to support a globally engaged, regionally aligned Army. We are investing in partnerships, technologies, force structure, and training programs to ensure we have the capabilities and depth required to support Army warfighters at every echelon -- wherever our forces are employed. Throughout the coming year we will focus on a number of critical Army Intelligence 2020 initiatives to provide the best possible intelligence force and to enable decisive action -- now and in the future. This document updates our coherent training strategy that is fiscally efficient and effective at developing the Army Intelligence Corps for the next decade.



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Chapter 1

Army Intelligence Training Overview

"We must develop leaders with the breadth and depth of experience necessary to meet tomorrow's demands."

- GEN Raymond Odierno, 38th CSA

1-1. Vision

Army Intelligence Training supports a regionally responsive, globally engaged Army, developing an agile, multidiscipline MI force that is expeditionary, operationally adaptable and capable of supporting decisive action in all current and emerging contingencies. Army Intelligence Training harmonizes all learning domains to ensure the critical depth and versatility needed to support our Army's three strategic roles of Prevent – Shape – Win.

1-2. Purpose

a. The Army Intelligence Training Strategy provides unified guidance for developing the Ends, Means and Ways that Military Intelligence formations at all echelons across the Army will execute as part of a combined arms team. This strategy also addresses risks associated with funding levels to assist the Headquarters, Department of the Army (HQDA) G2, HQDA G-37/Training Directorate and U.S. Army Training and Doctrine Command (TRADOC) G-8 program leads in the development and execution of their Program Objective Memorandum (POM) guidance.

b. Army Intelligence is redesigning its operational force to optimize intelligence core competencies and establish scalable, tailorable, responsive, and Regionally Aligned Forces (RAF) in support of Combatant Commanders. Simultaneously, the Army is emphasizing collective operational training through simulation at home station to develop and maintain proficiency at a sustainable cost. This strategy synchronizes the three training domains of Institutional, Operational and Self-development as outlined in the Army Training Concept to reduce redundancy and eliminate duplication.

c. This strategy applies to the Active Army (AA) and the Reserve Components (RC), defined as the Army National Guard and Army Reserve, and all Army organizations that provide military intelligence related training or training support.

1-3. Strategic Environment

a. The uncertainty and complexity of the future operational environment will require Army units to respond to a broad range of threats and challenges to effectively achieve our Ends. Reduced Means and changing social demographics—which can affect local political conditions and questions of economic resources and scarcity—will impact the Way that conflict is conducted and will continue to produce an increasing degree of uncertainty and complexity. In addition to demographic trends, climate change, natural disasters, pandemics, food and water shortages, globalization, conventional and unconventional state-on-state conflict will impact the use and role of Army Intelligence forces. In this complex, uncertain, and rapidly changing environment, future enemies of the U.S. are likely to emulate the adaptations of recent enemies while taking advantage of emerging technological capabilities, particularly cyber, and instability to pursue their objectives. Army Intelligence will continue to be critical in achieving decisive action against a hybrid threat. Both hostile states and non-state enemies may combine a broad range of weapons capabilities and regular, irregular, and terrorist tactics which means that they must continuously adapt to avoid U.S. strengths and attack what they perceive as weaknesses.

b. Countering enemy adaptations and retaining the initiative in future armed conflict requires balanced forces capable of conducting effective reconnaissance operations, overcoming increasingly sophisticated anti-access technologies, integrating the complementary effects of combined arms and joint capabilities, and performing long-duration wide area security.

1-4. How We Train

a. Commanders are responsible for training. Maneuver Commanders leverage their G2/S2 to develop a coherent approach to intelligence training. The G2/S2 is critical to intelligence training development and serves as the principal advisor to the Commander on ensuring intelligence readiness and proficiency within the formation.

b. In the current environment, Commanders do not train intelligence units in isolation. Rather, Commanders develop organizational proficiency as part of a combined arms or Joint team, supporting other Warfighting Functions to achieve decisive action. At all echelons, Army Intelligence plays a critical role in enabling military decision making within Mission Command, and formations must train collectively with other Warfighting Functions to attain proficiency.

c. Commanders ensure “no MI Soldier at rest” when at home station by maximizing institutional and operational training opportunities. The technical nature of intelligence core competencies requires constant engagement and maintenance. The current Army operational posture affords Commanders with excellent opportunities to train analytic skills in support of regional and global actions while concurrently preventing “cold starts.” Operational MI units use the Intelligence Electronic Warfare Tactical Proficiency Trainer (IEWTPT), which is the only Training Aids, Devices, Simulations, and Simulators (TADSS), to maintain collective proficiency on the Distributed Common Ground System – Army (DCGS-A). Separate from the collective TADSS training is the Foundry Program training that assists Soldiers in maintaining perishable individual technical skills and certifications.

1-5. Responsibilities

There are five principle agencies responsible for developing, funding, and resourcing for training intelligence activities:

a. *Army G2*. Responsible for policy formulation, planning, programming, budgeting, management, staff supervision, evaluation, and oversight for intelligence activities for the Department of the Army. Provides functional management, policy and oversight to the Army Language Program and the Foundry Program.

b. *Intelligence and Security Command (INSCOM)*. Manages manning, training, equipping, certification, and supports MI forces in conjunction with Army Forces Command (FORSCOM) in support of Army Force Generation (ARFORGEN). Implements and executes the Foundry Program which maintains intelligence proficiency and certification across the operational force. Commander INSCOM advises and assists DA G3/5/7 and TRADOC on issues regarding development, procurement, and sustainment of the only INSCOM-related TADSS requirements of IEWTPT.

c. *U.S. Army Intelligence Center of Excellence (USAICoE)*. Manages intelligence training and education under TRADOC. Designs, develops, and integrates intelligence capabilities, concepts, and doctrine (including individual and collective training tasks) in support of Unified Land Operations.

d. *Army Forces Command (FORSCOM)*. Sources, equips, trains, mobilizes, and deploys conventional forces to provide a sustained flow of trained and ready land power to Combatant Commanders and the Army Service Component Commands. Within FORSCOM, the U.S. Army Reserve Command (USARC) and Military Intelligence Readiness Command (MIRC) manage

manning, training, certification, readiness, and mobilization of U.S. Army Reserve (USAR) intelligence Soldiers.

e. *Army National Guard G2*. Responsible for policy, management, programming, budgeting, and resourcing of ARNG intelligence equities under guidance from the National Guard Bureau (NGB). Coordinates with the 54 States and Territories, HQDA, and within the National Guard Bureau to ensure MI formations are manned, trained, equipped, ready, and continuously engaged in support of the ARFORGEN cycle.

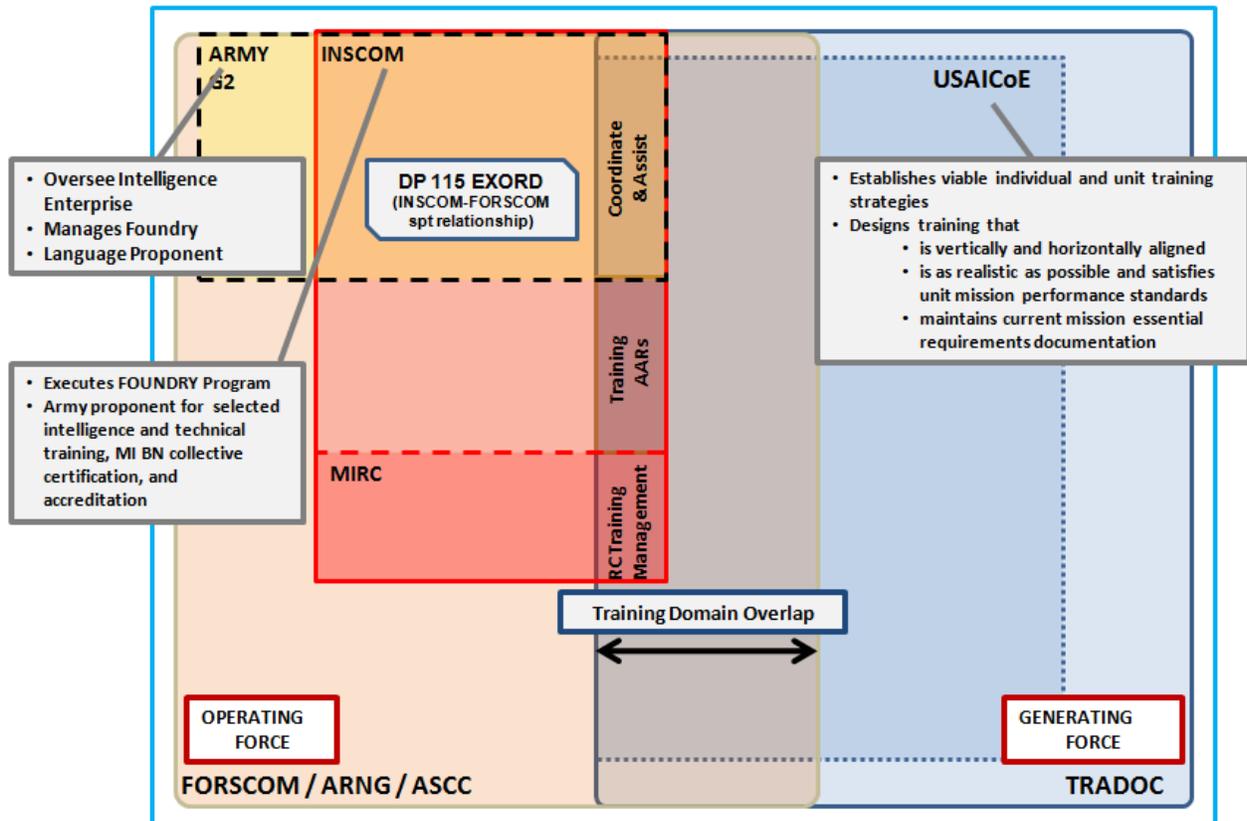


Fig. 1-1 Training Responsibilities

1-6. References

Required and related publications are provided in Appendix A.

1-7. Explanation of Abbreviations and Terms

Abbreviations, acronyms, and special terms used in this document are provided in the glossary.

1-8. Updates and Distribution

USAICoE, in conjunction with INSCOM, ARNG G2, and Army G2, will issue updates to the Army Intelligence Training Strategy as required. Distribution of this strategy is intended for all command levels of the AC and RC, through electronic media maintained on Army Knowledge Online (AKO) and the Intelligence Knowledge Network (IKN).

Chapter 2

Developing a Versatile MI Force

“In this era of tightened budgets – coupled with our Army’s heightened mission – there is no time more relevant for simulated training than now.”

- Dr. James T. Blake, (PEO-STRI)

2-1. Role of Army Intelligence

a. The resources required to train the intelligence staff are directly tied to the complexity of the enemy situation. The related tasks and systems that facilitate understanding the enemy, weather, terrain, and civil considerations are essential to the Intelligence Warfighting Function (IWfF). It includes the synchronization of collection requirements with the execution of tactical tasks such as reconnaissance, surveillance, and related intelligence operations. The IWfF includes specific intelligence and communication structures at each echelon (*ADP 3-0, Unified Land Operations*).

b. The IWfF includes the following tasks:

- Support force generation.
- Support situational understanding.
- Provide intelligence support to targeting and information capabilities.
- Collect information.

2-2. Core Competencies

There are three unique Army Intelligence core competencies critical to the Army which drives training focus:

- *Intelligence Synchronization.* The capability to integrate information collection and intelligence analysis with operations to effectively and efficiently support decision making.
- *Intelligence Operations.* Tasks undertaken by military intelligence units and Soldiers to obtain information to satisfy validated requirements.
- *Intelligence Analysis.* The process by which collected information is evaluated and integrated with existing information to facilitate intelligence production (ADRP 2-0). The purpose of intelligence analysis is to describe the current—and attempt to proactively assess—threats, terrain and weather, and civil considerations.

2-3. Intelligence Capabilities

a. The Army Intelligence Enterprise is comprised of six fundamentally distinct disciplines working together to support Commander situational awareness: Counterintelligence (CI) and Security Countermeasures (SCM); Human Intelligence (HUMINT); Geospatial Intelligence (GEOINT); Measurement and Signature Intelligence (MASINT); Open Source Intelligence (OSINT); Technical Intelligence (TECHINT); and Signals Intelligence (SIGINT).

b. Per ADP 2-0, four complementary intelligence capabilities support the primary disciplines: Biometrics; Cyber enabled intelligence; Document and media exploitation; and Forensics.

2-4. Career Progression

a. MI Soldiers and Civilians, regardless of specialty, advance along a career-long learning continuum that progressively improves their technical and leadership capability (FIG 2-1).

b. The majority of a Soldier’s training time is spent inside the operational force executing a gated training strategy as part of ARFORGEN. During their career, Soldiers will generally

receive three opportunities for intensive institutional training within TRADOC between initial military training (IMT) and professional military education (PME).

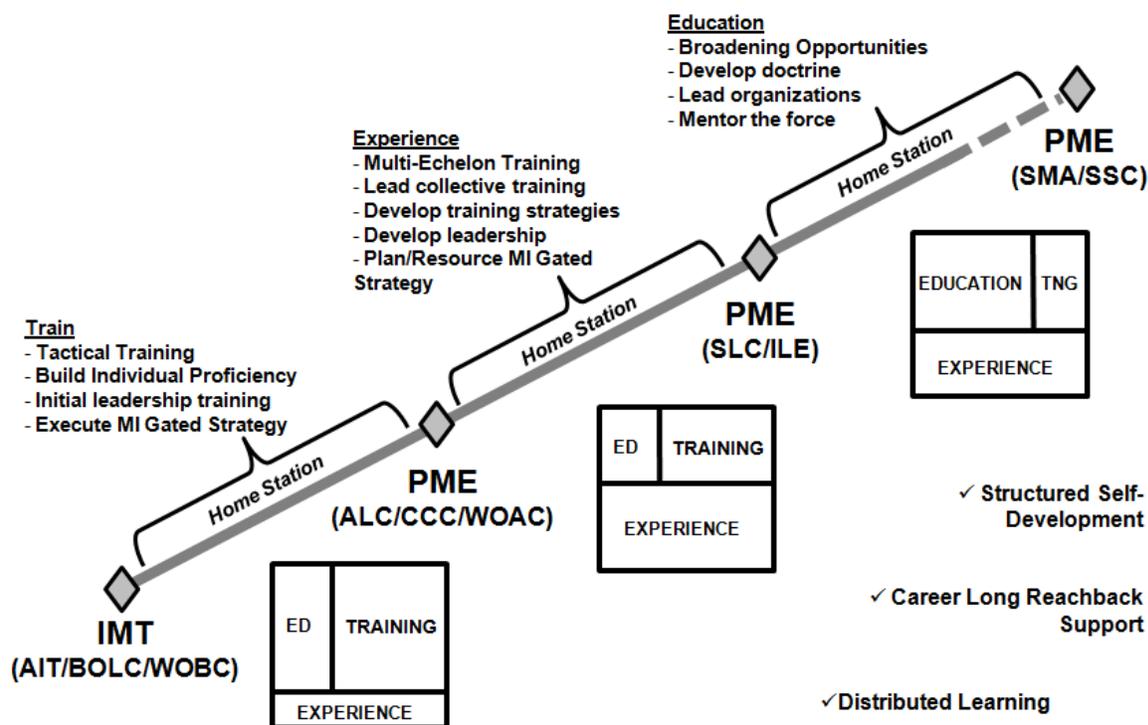


Fig. 2-1 Soldier Learning Continuum

c. IMT/PME is conducted at USAICoE, RC institutions, and the Combined Arms Center (CAC). A Soldier's initial intelligence training emphasizes individual competency with an introduction to the collective tasks that support Unified Land Operations (ULO).

d. Following training/education in the institutional training domain, Soldiers enter the operational Army where they sustain their intelligence training. Unit Commanders introduce individual and collective skills required by a Soldier's specialty or the unit's mission essential task list (METL), integrate them into cohesive intelligence teams and continue to build and sustain those skills. Collective training events are conducted IAW Combined Arms Training Strategies (CATS). The CATS identify the type of events that may be used for specific training audiences, tasks to be trained in the event, duration for training events and the resources required to conduct the training.

e. Within the operational force, Soldier training opportunities vary widely in their scope, resources, objectives, and frequency. Consequently, Soldier proficiency levels correlate to their operational experience. PME ensures Soldiers are capable of performing core competencies appropriate to their grade.

f. A Soldier's ability to develop and learn along a continuum is fundamental to a successful career. Moreover, unit readiness and collective task proficiency is formed by individual Soldier development within its formation.

35P Career Technical Progression

SPC Smith is a 35P Cryptological Linguist in a Contingency Expeditionary Force (CEF) Brigade Combat Team (BCT). Prior to arriving to her unit, she qualifies as a 35P at USAICoE and studies Dari at DLI. During her unit's Train/Reset phase, the Army Foreign Language Program enables her to maintain language proficiency. She also conducts Warrior Task sustainment training with her unit. She is then selected to serve on a Low-Level Voice Intercept (Prophet) team. She receives individual NET on the new system. During collective training with her team on Prophet, IEWTPT simulates an active signal collect environment otherwise not possible at her installation. She receives the necessary training and technical certification to access real world TS networks through Foundry, critical to her providing SIGINT to the BCT downrange. Fully trained, SPC Smith deploys with the MICO to a CTC. The CTC provides her team an opportunity to employ their Prophet to practice collection.

Following CTC, SPC Smith maintains her individual analytic proficiency through Foundry and the IROC which allows her to participate in an operational reach mission. The available enablers and collective unit training ensure SPC Smith achieves and maintains proficiency throughout the ARFORGEN cycle.

2-5. Collective Training Challenges

a. The diversity of specialization in intelligence disciplines, geographic dispersion, and differences in echelon create a challenging environment for developing and sustaining appropriate intelligence skills. Most intelligence skills are inherently technically complex and perishable. Military Intelligence requires creative, aggressive, and unorthodox training approaches to maintain the agility and adaptability necessary to support the Army in an uncertain strategic environment. The training enablers necessary to overcome the impediments to training outlined below, such as the critical Foundry program, are in Chapter 3.

b. Perhaps the biggest challenge Army Intelligence forces face is training for future contingencies while meeting current mission requirements. Whether facing constrained time under the ARFORGEN cycle or balancing support to a Theater Commander, the Senior Intelligence Officer routinely manages time constraints to develop readiness and ensure "no cold starts."

c. Available training venues and access to Intelligence networks is another significant obstacle to training across the operational force. Frequently, home station facilities are available on a limited basis and many lack the necessary information technology infrastructure to facilitate technical training and certification. TADSS such as IEWTPT are currently the only means for collective DCGS-A and Prophet home station simulation and system stimulation training for the Division and below.

d. Replicating battlefield conditions, or realism, is a critical component to valuable training and is a current challenge, as identified by the Chief of Staff of the Army (CSA), across the force. The challenge is particularly detrimental to intelligence training, because each intelligence training event represents an opportunity to provide real-world, operational collection

and analysis. Fictitious, artificial training environments help develop intelligence process but unnecessarily limit exposure to actual intelligence in support of a Combatant Commander.

e. Many units, particularly at Echelons Corps and Below (ECB), lack resident expertise to develop intelligence proficiency within their formations. In these formations, the G2/S2 serves a critical role in securing expertise from outside the formation, whether formally through a Mobile Training Team or informally from a higher headquarters, to ensure readiness and proficiency.

f. In the current operating environment, Intelligence forces routinely participate in Joint, Interagency, Intergovernmental and Multinational (JIIM) operations. Yet, the current training environment and absent funding levels afford few TADSS based opportunities to train on other automation systems or conduct JIIM exercises with other services, agencies, or nations. Formations across the Army, not just Intelligence, struggle to meet this challenge and the CSA recognized this shortfall in his recent guidance. Training must emphasize JIIM involvement whenever feasible, whether locally or through a higher headquarters, preferably employing Army Programs of Record such as DCGS-A and IEWTPT.

g. Extremely Low Cost Simulations (ELCS) training in the Live, Virtual, Constructive-Integrating Architecture (LVC-IA) allows Commanders to train collectively up to the Division level. Simulations create an affordable and robust training experience through a “plug and play” approach that links systems from the live, virtual and constructive environments. If fully funded, and as part of an integrated training strategy, linking the IEWTPT to either the DCGS-A or the Prophet System could enable Soldiers in CI/HUMINT and SIGINT to obtain a ‘T’ status on METL tasks for those systems at a significantly lower cost than that of a field exercise.

MICO Training Challenges

A Military Intelligence Company Commander is developing a collective training plan in the Train/Ready phase of the ARFORGEN cycle. She immediately identifies significant challenges for her company in obtaining ‘T’ status in all their METL tasks. Unless she can overcome these limitations she will remain a ‘P.’

- *DCGS-A and Prophet proficiency are critically low due to a lack of funding for collective training with IEWTPT TADSS for CI/HUMINT and SIGINT teams.*
- *Range restrictions prevent her from operating SIGINT equipment or her UAS as there are no TDY funds to deploy her crews to a location to certify.*
- *Shortages of 35T Soldiers prevent the operation of the Trojan, and the unit cannot gain tactical connectivity for the Commander.*
- *Her unit cannot access NSA Net to train Real-time Regional Gateway tools that it will use while deployed because NSA Net is not available at her Post.*
- *Her company contains over 10 MOSs. Many of these MOSs require intensive individual training and recertification such as language proficiency.*
- *Shortages of Foundry Base funding degrades her ability to technically certify and sustain critical intelligence skills not taught at the installation.*

Chapter 3 Achieving Operational Adaptability

"We are at a critical juncture in human history, which could lead to widely contrasting futures. It is our contention that the future is not set in stone, but is malleable, the result of an interplay among megatrends, game-changers and, above all, human agency."

- Christopher Kojm, Chairman, National Intelligence Council

3-1. Army Training Domains

Army Intelligence training occurs in three domains: institutional; operational; and self-development. Each training domain complements the other two. All of the domains have an important role in training Soldiers and Army Civilians, growing leaders, and preparing units for deployment (AR 350-1).

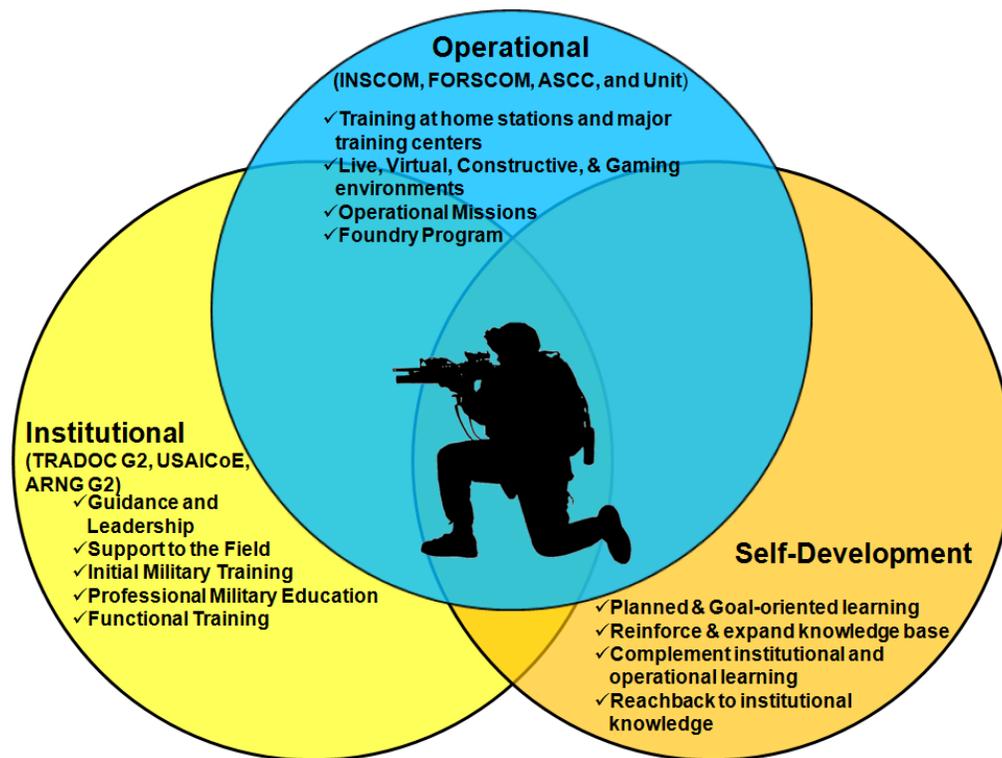


Fig. 3-1 Intelligence in the Army Training Domains

Section I Institutional Domain

3-2. Overview

The institutional training domain includes Army centers/schools that provide initial training and subsequent functional and professional military education for Soldiers, military leaders, and Army Civilians. The institutional training domain provides training support products, information, and materials needed by individuals for self-development and by unit leaders in the operational domain to accomplish training and mission rehearsal/assessment.

3-3. Training and Doctrine Command

a. TRADOC develops, educates and trains Soldiers, Civilians, and leaders; supports unit training; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment. TRADOC oversees all individual training and education and implements the Army Learning Model (ALM) and the Leader Development Strategy (ALDS) as outlined in the ACP 2012.

b. Within TRADOC, the Deputy Chief of Staff, G2, provides intelligence support to training for USAAC, CAC, and others for initial, functional, leader development and education, and collective training for the Operational Environment (OE), threats, and cultural awareness; validates contemporary OE and threat representation in the development and maintenance of live, virtual, constructive training, exercise development (collective training), and, as directed, mission rehearsal exercises; for the DA G2, serves as the Army lead for the OPFOR program.

3-4. U.S. Army Intelligence Center of Excellence

a. USAICoE is the Intelligence Proponent in TRADOC. USAICoE implements Army G2 guidance, oversees individual intelligence training, and develops directed changes to intelligence doctrine. As the Proponent, USAICoE:

1) Provides instructor currency and certification requirements, IAW TR 350-70, Army Learning Policy and Systems, to all centers, schools, and to the operational training domain.

2) Develops intelligence training scenarios and Interactive Multimedia Instruction (IMI) products and provide them to the Army Training Support Center (ATSC) for Shareable Content Object Reference Model (SCORM) compliance and product availability via the Reimer Digital Library (RDL).

3) Provides intelligence specialty critical task lists and Training Support Packages (TSP) to the operational training domain in order to support initial/sustainment training in units.

4) Assists operational Army units with individual system skill sustainment through Distributed Learning (DL), Doctrine and Tactics Training (DTT), and deployment of Mobile Training Teams (MTTs).

5) USAICoE systematically identifies resourcing requirements to support intelligence training/education by preparing and submitting Training Requirements Analysis System (TRAS) documents to training ACOMs IAW established timelines to coincide with the Structure Manning Decision Review/Training Resource Arbitration Panel (SMDR/TRAP) process as outlined in AR 350-10.

b. USAICoE develops technological and innovative learning tools as part of a blended learning approach that extends training beyond the institution. Current key institutional TADSS and training equipment include:

1) *Intelligence Electronic Warfare Tactical Proficiency Trainer (IEWTPT)*. The Army's only cross-domain DCGS-A critical training tool that replicates intelligence system data feeds. See paragraph 3-7.

2) *Thin Client architecture (TC)*. Enables USAICoE to replicate the five networks intelligence professionals use operationally including key applications on each platform.

3) *Tactical Ground Station (TGS)/ Prophet/Basic Electronic Maintenance Trainers*. Enable maintainers to train troubleshooting and repair techniques of sensitive intelligence collection and exploitation equipment.

c. USAICoE maintains a mission simulation center which provides Soldiers capstone exercise capability through the use of WARSIM/JCATS simulation technology.

3-5. Language Proficiency, Regional Expertise and Cultural Knowledge (LREC)

a. Language proficiency, regional expertise and cultural understanding (LREC) are key enablers to shape, prevent and win in Unified Land Operations working with Unified Action Partners in the 21st century. It is imperative that we understand increasingly more complex operational environments and arm our MI Soldiers with the requisite skills to define, describe and prepare predictive assessments, as well as to better connect with the people and our allies. LREC continues to be a Military Intelligence competency and our Army depends on culturally astute Military Intelligence collectors and analysts, leaders and units - we must continue to invest in LREC training and education for our MI Corps.

b. Units must meet cultural training requirements IAW AR 350-1, FORSCOM and/or ASCC Pre-Deployment Training Guidance. Commanders are encouraged to leverage a wide variety of culture and regional training. Cultural Competency Training MTTs are available through the TRADOC Culture Center (TCC) and can be requested through ATRRS - 9E-F36/920-F30 (CT-MTT). The TCC additionally shares LREC training support packages (Global Lesson Plans, Smart Books and Graphic Training Aids) through its CAC enabled website on the Intelligence Knowledge Network - <https://ikn.army.mil/culturecenter>.

c. Units must comply with the policy, standards and language training guidance IAW AR 11-6 to sustain and enhance the language proficiency of language-dependant MI Soldiers as well as language enabled MI Soldiers. Unit Commanders must establish effective Command Language Programs to organize, resource and drive world-class language training for our MI Soldiers. Commanders are encouraged to leverage a wide variety of language training, including on-site Defense Language Institute Foreign Language Center training (DLIFLC) approved training, Live Environment Training opportunities, Foundry offerings and Distributed Learning options. Commanders must additionally incorporate language training in operational training, whenever possible, to enhance complexity and realism.

Section II

Operational Domain

3-6. Overview

a. The operational domain encompasses all training activities that individuals and organizations undertake at home station, at training centers and other locations (to include mobilization centers), and while operationally deployed. All training conducted in this domain must be unit readiness-centric to produce agile, adaptive units and leaders.

b. Units within the ARFORGEN cycle execute a gated strategy (Fig. 3-2) that employs institutional, home station, distributed learning, and intelligence training enablers (para 3-6) to achieve and maintain readiness.

c. To execute an intelligence gated training strategy, unit Commanders must have access to the following essential capabilities:

1) A collective training environment where leaders can progressively produce METL-capable units by meeting the annual training requirements on Programs of Record (POR) such as DCGS-A, Prophet, future Pursuit & Exploitation (P&E) and IEWTPT systems.

2) Foundry Program support to develop and sustain individual critical technical intelligence capabilities and certifications.

3) Live immersion opportunities such as the Intelligence Readiness and Operations Capability (IROC) concept outlined in para 3-11.

4) Robust, effective constructive and virtual simulations (WARSIM) / Training Brain Operations Center (TBOC).

5) Network connectivity of training enablers and training areas that allow an integrated training environment with LVC-IA TADSS support that replicates intelligence networks and systems capabilities found in operational environments.

6) Access to classified information appropriate to the unit's training requirements.

7) Mobile Training Teams that support and augment the Commander's training program.

d. If the Home Station (HS)/RC MTC or Foundry Platform cannot support a Commander's specific training requirements, the Commander, IAW local directives, coordinates MTT support.

e. Operational units access institutional training through the Army Training Requirements and Resources System (ATRRS), distributed learning, or one of the enablers outlined below in paragraph 3-7. Careful consideration and planning must be done to ensure the desired training meets the Commanders requirements and the unit timeline.

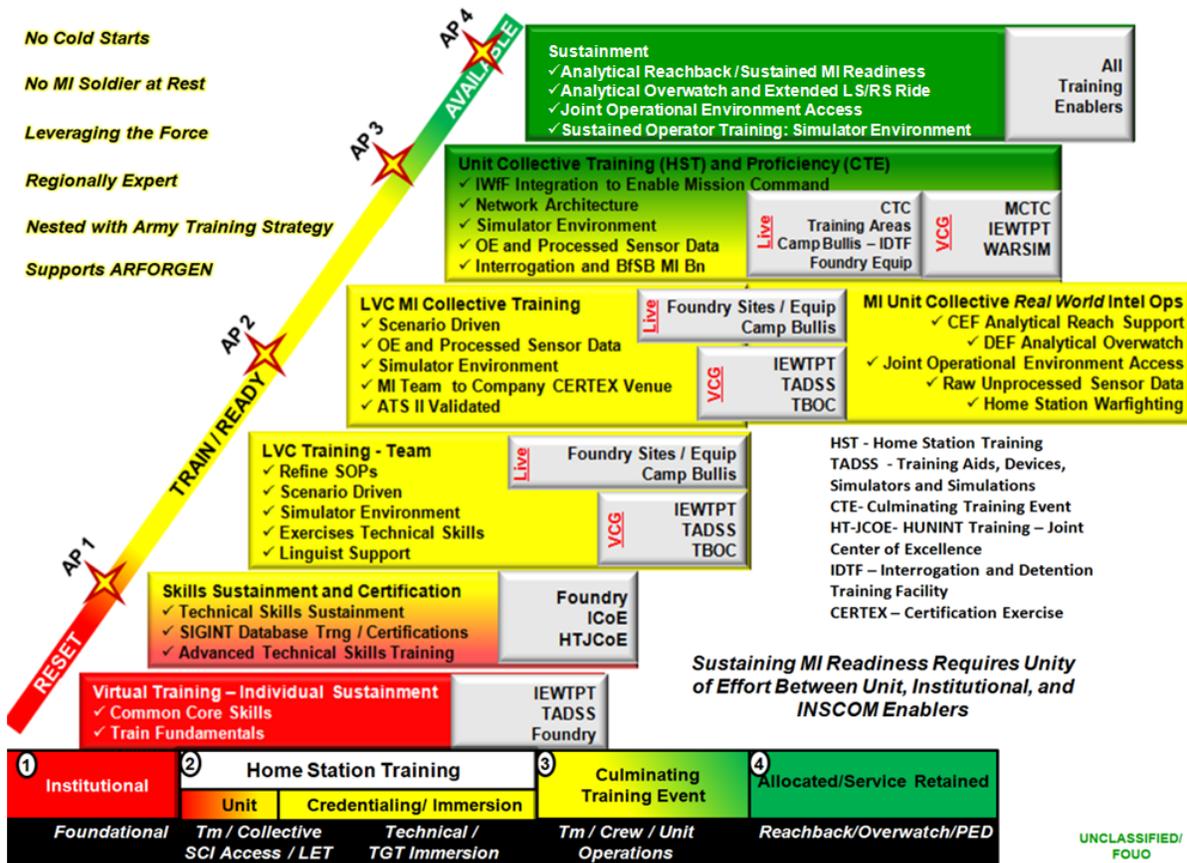


Fig. 3-2 Example MI Gated Strategy

3-7. Operational Intelligence Training Enablers

a. Army Foundry Intelligence Training Program (Foundry).

1) The Foundry Program provides Commanders the means to meet required technical intelligence training requirements and maintain necessary individual intelligence certifications. Soldiers participating in the Foundry Program receive unique technical training that: builds on institutional, unit, and individual training; reflects the current and changing operating environment; produces required certifications; and increases functional and regional expertise while developing and expanding contact with the Intelligence Community.

2) The Foundry Program was established in 2006 to meet the Army Chief of Staff's directive to provide MI Soldiers with the most current intelligence training prior to deploying to Iraq and Afghanistan. The Foundry Program has since grown to 21 Foundry nodes that provide technical training to all components. Foundry also provides the only collective training opportunity for non-BCT MI units at the MI Collective Training Center (para 3-8.f). Commanders and their senior intelligence officer can schedule training with the nearest Foundry site manager or through the Military Intelligence Training System.

3) Foundry training is funded by the Army Foundry Intelligence Program. Units may need to provide training aids or automated systems to support instruction. If the nearest installation Foundry platform cannot support the required training, the unit can request Foundry funding to resource mobile training teams (MTT). Additionally, a unit may request funding to support Soldier participation in Live Environment Training (LET) opportunities. Installations with Foundry Sites will dedicate site cadre to support advanced level course instruction.

4) Foundry training nodes are geographically dispersed to support high densities of intelligence personnel across all components. Installation Foundry training sites provide the following capabilities: On-site certification and accreditation training; Technical intelligence experts / mentors; Classified Intelligence Database access; Low-density communication systems (Quick Reaction Capability (QRC), Commercial-off-the-shelf (COTS), etc.); Classified environment including classrooms; MTT/LET funding.

5) Army G-2 provides planning, programming and policy for the Foundry Program. INSCOM G-3 executes Foundry and manages Foundry sites. Participating commands establish a Foundry Manager to administer the program for their organization.

b. Intelligence Electronic Warfare Tactical Proficiency Trainer (IEWTPT). A Non-System Training Device (NSTD) TADSS managed by PEO-STRI that enables training of intelligence collectors and analysts by means of modeling and simulation based stimulation of actual intelligence collection and reporting systems (i.e., UAS, DCGS-A, TGS, Prophet, P&E, etc.). IEWTPT Technical Control Cell (TCC) supports Combat Training Centers and collective home station intelligence sustainment training in all disciplines by merging the Live, Virtual and Constructive (LVC) training environments and providing simulation-based sensor data feeds indistinguishable from "real world" systems. IEWTPT is a tailorable, mobile, cost effective TADSS for training intelligence tradecraft at the Division level and below.

c. Intelligence Mobile Training Teams (MTT). Based upon available funding, MTTs can fill Commanders' training gaps/shortfalls caused by personnel turbulence and the complexities of mission command networks and systems that are not covered by other training organizations. Commanders in the operational Army or the generating force that have identified a common training shortfall may request/assemble an MTT to address that shortfall.

1) MTTs may be temporary or enduring. Commands providing MTTs ensure that all instructors/trainers are capable and certified to train the MTT tasks.

2) Regardless of the command, USAICoE will provide an approved Training Support Package (TSP) for MTT use. If no approved TSP is available, the MTT will develop a TSP IAW TR 350-70 and will forward the TSP to USAICoE for validation/approval.

3) Validation and approval processes vary based on the forming command. Generally, requirements are validated by the MACOM, FORSCOM, or an ASCC G2 prior to funding allocation and execution.

4) When an MTT is assembled, the command must notify the USAICoE G3/5/7 Training Development and CAC-T. The Intelligence MTT list will be shared with the Intelligence training community via the Army Training Network and Intelligence Knowledge Network.

5) MTT courses are generally requested directly through the Command. For example, Foundry MTTs are requested through the Intelligence Knowledge Network (IKN). Requesting units are responsible for providing infrastructure to facilitate the training.

6) Units may use Foundry funding to pay for MTTs found in the Foundry catalog. Training opportunities outside of the Foundry catalog require an exception to policy IAW AR 350-32. Funding is provided quarterly to participating commands according to the priorities outlined in para 3-7.a.3.

d. New Equipment Training (NET). NET provides for the initial training and transfer of knowledge from the Material Developer (MATDEV) to MI Program of Record system tester, Program manager (PM), and user. NET provides the knowledge required for operation, maintenance, and logistic support during testing and initial introduction of new materiel into the Army inventory. NET is provided prior to testing and handoff of equipment to the gaining commands based on the System Training Plan (STRAP) which documents all NET requirements. New equipment training is provided by the MATDEV under contract and scheduled thru the PM with the receiving unit.

e. Training Brain Operations Center (TBOC). TBOC provides Commanders a cost-effective way to train analysts in LVC training requirements. It generates exercise reports and scenarios from real world data and correlates them to the Decisive Action Training Environment (DATE) to support unit training exercises and the MCTCs. Reports can be injected into a unit's intelligence communications architecture for use in training analytic tradecraft. TBOC also provides tailored training support solutions to meet Commanders' needs.

3-8. Training Centers and Capabilities

a. Maneuver Combat Training Center (MCTC). MCTC rotations are key activities in the ARFORGEN cycle. The MCTCs' training responsibilities are delineated in AR 350-50, Combat Training Center Program, dated April 2013. The MCTC program affords Commanders an opportunity to exercise collective intelligence tasks and employ multiple elements of the intelligence enterprise and fully execute the intelligence cycle in support of decisive action. MCTCs also afford unique resources for practicing tactical collection and obtaining certifications.

b. Mission Training Complex (MTC). MTCs provide tactical staff training for ECB units to support Commanders' Mission Command responsibilities. Available on most major installations, MTCs provide a secure facility with SIPR automation support to conduct training in an L-V-C environment. Commanders can train analytic tradecraft in support of military decision-making as well as utilize a variety of intelligence training tools. MTCs are limited in their ability to replicate collection platforms, realistic reporting streams, and provide Top Secret connectivity.

c. INSCOM Detention Training Facility (IDTF). The IDTF is a Foundry-sponsored collective training facility that enables Commanders to conduct a certification exercise (CERTEX) designed to evaluate the collective capabilities of SIGINT, HUMINT, Document and Media Exploitation (DOMEX) and Analytical Basics through a fully emulated Digital Training System (DTS) environment. HUMINT teams may practice key tasks of interrogation, forensics, and fundamental source techniques.

d. Army Reserve Intelligence Support Center (ARISC) / Joint Reserve Intelligence Center (JRIC) / ARNG Foundry Nodes. See Annex A (Reserve Components Intelligence Training.)

e. Army National Guard Regional Training Institutes (RTI). See Annex A.

f. eXportable Combat Training Center (XCTC). See Annex A.

g. Panther Strike Exercise. See Annex A.

Section III

Self-development Domain

3-9. Overview

a. The self-development training domain recognizes that Army service requires continuous, life-long learning and that structured training activities in Army schools and in operational units often will not meet every individual's need for content or time. Leaders help subordinates identify areas where self-development will improve performance in current assignments and prepare them for future career assignments. Leaders must incorporate time in training plans for self-development.

b. The Army defines self-development as planned, goal-oriented learning that reinforces and expands the depth and breadth of an individual's knowledge base, self-awareness, and situational awareness. Self-development will complement what Soldiers learn in the classroom and on the job, enhance professional competence, and help meet personal objectives. There are three types of self-development:

1) *Structured self-development.* Required learning that continues throughout a career and that is closely linked to and synchronized with classroom and on-the-job learning.

2) *Guided self-development.* Recommended but optional learning that will help keep personnel prepared for changing technical, functional, and leadership responsibilities throughout their career.

3) *Personal self-development.* Self-initiated learning where the individual defines the objective, pace and process.

3-10. Self-development Tools

a. Distributed, Distributive and Distance Learning via Interactive Multimedia Instruction (IMI) offers Soldiers cost-free self-development opportunities outside of their unit. Distributed Learning products are developed by TRADOC IAW TP 350-70-12.

b. Professional forums and social media tools enable Soldiers to self-develop by sharing knowledge across the force.

c. Virtual language training tools such as the Defense Language Institute Foreign Language Center (<http://gloss.dliflc.edu>), the Joint Language University, and other online language and culture sites provide valuable web-based and distance learning self-development resources for language sustainment.

d. Intelligence IMI products provide the means for Soldiers at any location to sustain and improve intelligence competencies and develop new skills. IMI products are made available to Soldiers via the web or compact disc format for use on a local computer with a combination of graphics, text, voice, sounds, video and animation.

e. Intelligence Knowledge Network and Warfighter Forum (IKN) complements the existing AKO network and is the principle tool MI professionals use for researching, sharing, and self-developing knowledge and skills. IKN is a CAC-enabled webpage that offers collaboration forums, a repository of archived data from across the force, and serves as a portal to additional web tools. IKN is available at <https://ikn.army.mil/>.

f. The University of Military Intelligence (UMI), accessible through IKN, is an online training resource that provides web-based training and reference material for Soldiers and Civilians around the globe. Content is primarily self-paced IMI including language training, cultural awareness, intelligence analysis, and many other topics.

Section IV Training Initiatives

3-11. Cross-Domain and Approved Training Initiatives

There are several Army and Intelligence initiatives that will mature between now and the end of Fiscal Year 2020 which will impact intelligence training:

a. Army Intelligence Campaign Plan. The Army G2 is leading the effort to balance the Army Intelligence Enterprise to better support the Army of 2020. The AICP is a nested effort under the *Army Campaign Plan*. The campaign plan emphasizes the need to structure training to improve realism, ensure readiness, align to the ARFORGEN cycle, and meet and anticipate future threats as part of decisive action. The AICP emphasizes readiness through “no cold starts” and connection through our combined Joint Intelligence Enterprise to meet and anticipate future threats. Potential changes in operational force structure, particularly in ISR, will likely generate changes in training processes and demands.

b. The Army Learning Concept for 2015, TP 525-8-2, dated 20 Jan 11, guides all Soldiers through a continuum of learning by more closely integrating self-development, institutional instruction and operational experience for the duration of their careers. In support of this concept, Regional Learning Centers (RLC) will be established at stateside and overseas installations to enhance and extend the persistent learning environment to meet Soldiers needs across their career spans. TRADOC is responsible for implementing the Army Learning Concept.

c. The Army Training Strategy 2013. The ATS 2013 shifts Army training focus from an Operation Enduring Freedom deployment centric force to a more globally responsive, operationally adaptive force capable of meeting a wider variety of threats in different regions. The latest training strategy emphasizes the Commander’s control in training and the importance of reestablishing proficiency in training management at home station without losing the operational experience developed over the last ten years. The strategy also calls for greater language proficiency and cultural knowledge as part of a ready force.

d. Distributed Common Ground System-Army (DCGS-A). DCGS-A provides continuous acquisition and synthesis of data and information from JIIM sources that permits units to maintain an updated and accurate understanding of the operational environment. DCGS-A is the Army’s primary automated system for ISR management, data processing and exploitation, and intelligence dissemination. Commanders must emphasize IEWTPT enabled DCGS-training and ensure DCGS-A is used in all training environments to maintain analyst proficiency with its suite of tools. USAICoE, ICW PM DCGS-A and INSCOM, will maintain and update training curricula consistent with the fielding and update of software versions for DCGS-A.

e. IEWTPT. The IEWTPT system and the assigned contract Technical Support Specialists (TSS) assist Commanders, staffs, and trainers in developing and implementing Soldiers and systems METL task focused training. This collective training capability enables, using LVC simulations, training which otherwise may not be possible in a live environment. The goal of the IEWTPT Program of Record is to use its capabilities and TSS expertise to cost effectively train operational MI toolsets and concepts, both collectively and individually. The system components, the TCC, the HUMINT Control Cell (HCC), and MI PM (PM Prophet, PM DCGS-A, PM ARES, and PM DoD Biometrics) developed TSAs that are integrated within the local training architecture.

f. Intelligence Readiness and Operations Capability (IROC). Currently in Initial Operational Concept (IOC), the IROC concept is an Army approach to formally employing and directing Army Soldiers to provide support from overwatch or reachback locations against National, Theater, or Army specified missions. The IROC trains the unit on systems and analytical

processes, enhances a forward deployed unit's analysis power, supports the regionally aligned force by familiarizing Soldiers with the COCOM AOR and provides intelligence reach/overwatch support to contingency operations. The IROC concept requires a baseline individual proficiency that is developed through homestation training, IMT/PME, and the Foundry Program. FORSCOM G-2/G-3 formally directs participating units to execute IROC missions on an as available basis. RAF Concept generates additional ASCC reach requirements and expands IROC support to Home Station Training and Mission Command.

g. Analytic Tradecraft. The Army recognizes analysis as a core competency of intelligence professionals. USAICoE developed a three-stage curriculum provided to Soldiers as they progress through PME to improve crucial thinking and analysis processes throughout the Army Intelligence Enterprise. However, units will need to include sustainment training at home station through distributed learning, self-instruction and unique opportunities.

h. One Army School System (OASS). OASS is an HQDA initiative to gain and maintain equivalency between AC (resident) and RC (non-resident) curriculums. Under the concept, all courses are designed, equitably resourced, and scheduled, regardless of training institution, to enable Soldiers from every component to attend. The initiative will improve readiness, optimize training capacity, and create efficiencies by sharing limited fiscal and personnel resources.

i. Cyber Threat. Under the AICP, Army Intelligence will further develop its role in providing multi-intelligence support to Cyber Defense and CNO. Training institutions are developing proficiency in assessing, analyzing, and collecting and exploiting threat cyber capabilities.

Military Intelligence Detachment (MID), 1st Special Forces Group FTX,

Event Description: 4-6 June 2013, MID, General Support Battalion (GSB) 1SFG (A) conducted an expeditionary FTX on JBLM including a TSCIF with IEWTPT to provide virtual HUMINT, SIGINT and GEOINT to stimulate analytic production. JBLM IEWTPT utilized a Near-Time Notional Gateway (NTNG), HCC, and a recorded Virtual Battle Space 2 (VBS2) GEOINT inject to stimulate a multi-INT Korean scenario.

“Without fail the IEWTPT training team met and exceeded expectations through the development of an integrated all source scenario enabling all sections of the MID to operate together. The Avatar was crucial to deep scenario support that can't be duplicated without extensive personnel and time, even then the IEWTPT capabilities would be hard to replicate by human roll players.” HUMINT OIC.

“With regards to the SIGINT portion of the IEWTPT support, expectations were met. We were able to establish a connection with the IEWTPT server from our deployed site and conduct the requisite analysis.” CW2 Smith, SIGINT OIC.

Annex A

Reserve Components Intelligence Training

"Never rely too heavily on intuition. It will never be a good substitute for good intelligence."
- GEN Omar Bradley

A-1. Reserve Components Training

a. The Reserve Components (RC), consisting of the United States Army Reserve (USAR) and the Army National Guard (ARNG), currently execute an adapted ARFORGEN training strategy similar to the gated strategy in Figure A-1 to meet DoD expectations.

b. The RC divides the train/ready (TR) phase into three sub-phases to create a five phase cycle. This five phase cycle enables the RC to allocate resources and prioritize support and tradecraft proficiency training for units approaching the available phase.

c. RC units rely on Foundry funding to resource required technical training during the Trained and Ready Phases of the ARFORGEN Cycle. The Foundry Program provides pay and allowance funding to both ARNG and USAR Soldiers enabling access to additional training days. Foundry funding is also used to resource RC travel to and from any training site, such as the ARISCs and the ARNG Foundry sites, and to pay for LET training opportunities and MTTs IAW the priorities established in paragraph 3-7a3 above.

d. RC Soldiers can maintain and improve individual proficiency through various programs in support of the intelligence community. RC Soldiers can participate in Active Duty Operational Support (ADOS) or Active Duty Training (ADT) tours. RC Soldiers can provide intelligence support under the Funding Reimbursable Authority (FRA) program. Lastly, RC units support Combatant Commanders and Combat Support Agencies with analytic reachback through programs such as the ARNG's Federated Intelligence Support Program and at USAR ARISCs.

e. The USARC Military Intelligence Readiness Command (MIRC) manages manning, training, readiness, and mobilization of USAR intelligence Soldiers and units to meet operational intelligence requirements of Combatant Commands and the National Intelligence Community. The MIRC oversees USAR units functionally aligned to support the Combat Support Agencies, INSCOM, and those available for deployment in support of Combatant Commanders.

f. RC units encounter significant time constraints and are limited in the amount of Unit Training Assemblies (UTA) they can use to develop and sustain intelligence tradecraft. Moreover, RC units contend with geographic dispersion which reduces training time and increases cost.

A-2. RC Training Centers and Capabilities

a. *Army Reserve Intelligence Support Center (ARISC) / Joint Reserve Intelligence Center (JRIC) / ARNG Foundry Nodes.* These centers and nodes are multi-disciplined Intelligence training and production platforms with the ability to conduct overwatch, reachback, Intelligence Readiness Operations Capability (IROC) operations, individual training, collective training, and support Foundry Training. All variants are centrally located to reduce travel costs and time associated with training and are staffed with a full time cadre of AC, RC Soldiers and DA Civilians who provide critical intelligence training to RC Soldiers during their weekend drills and annual training. Each of the variants also supports National Intelligence Agencies by providing full-time overwatch/reachback support to COCOMs. USARC Reg 350-2 governs ARISC use. DoDI 3305.07 governs the JRIC use.

b. *Army National Guard Regional Training Institutes (RTI).* Located in Georgia and Utah, RTIs support AC and RC intelligence training with PME and IMT instructions. Training meets published critical tasks lists in parity with AC. Courseware is developed under the One Army

School System which ensures equivalency with AC training. Capability varies by institute and state requirements.

c. *eXportable Combat Training Center (XCTC)*. XCTC is a National Guard program of record which allows Reserve BfSB MI Battalions to conduct exercises with ARNG BfSBs. ARISCs provide Foundry Program cadre to support, while ARNG cadre run the exercise at locations that are convenient to the primary supported Guard units.

d. *Panther Strike Exercise*. An annual MI-specific training exercise incorporated into a realistic, scenario-based, team-driven training exercise designed to develop and promote technical competence in CI/HUMINT and SIGINT collective tasks. Panther Strike provides the opportunity to train critical collective skills in a realistic, non-garrison environment. This exercise consists of both collective military intelligence and individual warrior tasks specific to meet the needs of the current battlefield environments unique to military intelligence Soldiers. This training incorporates the most current tactics, techniques, and procedures (TTP) used in theater. Future Panther Strike Exercises will also incorporate more All-Source operations through the addition of DCGS-A and IEWTPT. Training attendees come from all three Army components as well as foreign military officers.

A-3. USAR Foundry 2.0.

a. *MIRC Theater Support Battalions (TSBs)*. TSBs will serve as the Army Reserve Foundry 2.0 anchors using their operational relationship with the Intelligence and Security Command (INSCOM) Theater Intelligence Brigades (TIBs). Through this relationship, and TSB architectural access to DCGS-A theater data, MIRC units will train on core MI competencies by embedding Soldiers in TIB Operational Intelligence Support (OIS) opportunities.

b. *Theater Aligned Brigades*. In order to enable Foundry, the MIRC will focus on strengthening the foundational layer of its intelligence architecture by connecting training and production platforms at the ARISCs into the INSCOM gateway to theaters – namely, the TIBs. The goal is to have every ARISC and ARISC Detachment plugged into the MI domain with organic DCGS-A equipment. Theater aligned battalions will have connectivity with theater specific DCGS-A data.

c. *Collective Training*. The focus of the MIRC Foundry program will shift from individual training to collective training by using Foundry funds to embed MIRC Soldiers into AC theater-aligned units, such as the TIBs. Embedded Soldiers will serve as adjunct faculty during IDT weekends to train Soldiers during IDT collective training. Unit Commanders will justify request for Foundry resources based on theater approved missions and readiness gains targeted in keeping with their METL. Unit Commanders receiving Foundry dollars for theater aligned missions will qualify and quantify readiness gains and articulate these gains during their annual Training Briefs.

d. *Embedded Support Missions*. The MIRC's change in focus will require considerable effort by the five TSBs to coordinate with their aligned TIB. This will also bring the Army Reserve Foundry Program directly in line with the Army G-2's goal of keeping the Army Reserve MI force actively engaged – “no MI Soldier at rest, no cold starts.” Soldiers participating in embedded support missions will be expected to export that real world OIS experience back to their Battalions during IDT and train their fellow Unit members on current intelligence Tasking, Collecting, Processing, Analyzing, Exploiting and Dissemination (TCPAED) processes – a true Train the Trainer process. To that end, the MIRC will prioritize request for Foundry resources to units conducting support via reach from MIRC ARISCs.

e. *Non-theater Aligned Units*. As the anchor for the MIRC Foundry program, TSBs also carry the expectation to coordinate with fellow MIRC units to provide training opportunities for non-theater aligned units such as the USAR BfSB MI battalions. The USAR BfSB MI battalions will also continue to execute collective training in coordination with their aligned ARNG BfSBs. .

Similarly, the strategic forces at the MIRC's disposal, via the National Intelligence Support Group (NISG), are also expected to identify potential OIS opportunities for the MTOE forces. The train-the-trainer philosophy for all units will be a key enabler that maximizes the limited training time available during IDT weekends and Annual Training.

f. *MIRC Intelligence Skills Training (MIST) Program.* Besides the shift to a collective training focus, the Army Reserve will continue to execute the MIST program. This program provides technical intelligence training by an experienced ARISC cadre of full-time trainers to Army Reserve, Army National Guard, and Active Component Military Intelligence personnel. The ARISC cadre can tailor training to accommodate Reserve or Active Component Soldiers to meet the needs or any specific requirements of the unit Commander or S2. MIST provides Military Intelligence Soldiers of all intelligence disciplines with training to sustain and enhance their perishable skills.

A-4. ARNG Federated Intelligence Support

a. *Purpose.* The National Guard Federated Intelligence Program (NG-FIP) provides a trained and ready MI force across the National Guard to support the operational needs of the Army. The program leverages National Guard personnel and resources against the information requirements (IRs) of the Combatant Commands (CCMDs), Army Service Component Commands (ASCCs), Theater Intelligence Brigades (TIBs), and Intelligence Agencies. NG FIP fulfills the Army G2 IROC standard of "no MI Soldier at rest."

b. *Overview.* Supported organizations coordinate agreements with the National Guard Bureau (NGB). NGB nominates units for participation based on capabilities, personnel, resources, and a commitment of support from National Guard (NG) state headquarters. IRs identified by the supported organization are processed through NG mission managers who then administer those requirements among supporting units. Intelligence Soldiers conducting traditional drill weekends and annual training periods accomplish most production. Production flows back through the NG mission manager, who ensures overall quality assurance on products before submittal to supported organization's staff.

c. *Structure.* NG FIP allows for the structuring of mission manager support to fit the information requirements and resources of the supported organizations including FRA and Active Duty for Operational Support assignments. The typical NG FIP structure best supports the development of long term and quarterly projects for the supported organization rather than time sensitive reporting. Designated personnel within each state compliment the mission manager in maintaining seamless support from one drill weekend to the next. Additionally the mission manager tracks the rate of production and maintains archival systems for the supporting FIP units.

d. *Collective Training.* Although the federated nature of the NG FIP program allows multiple states to support a single organization's information requirements, it is a collective effort on the part of each participating tactical level unit. The NG FIP provides the supported organization with an exponential amount of OIS while allowing NG intelligence units to maintain operational readiness to meet ARFORGEN goals.

e. *Foundry Program.* NG FIP integrates Foundry platforms and other training opportunities to ensure that there are "no cold starts" for NG Intelligence Soldiers. The Foundry Program maintains their individual skills in preparation for the operational reach opportunities provided by the NG FIP. The NG prioritizes Foundry opportunities so that selected Soldiers undergo a "train-the-trainer" methodology in order to become mission trainers. These mission trainers return to home station further leveraging the benefits of the Foundry Program by providing necessary training on drill weekends to prepare units for the NG FIP.



Establishing FIP

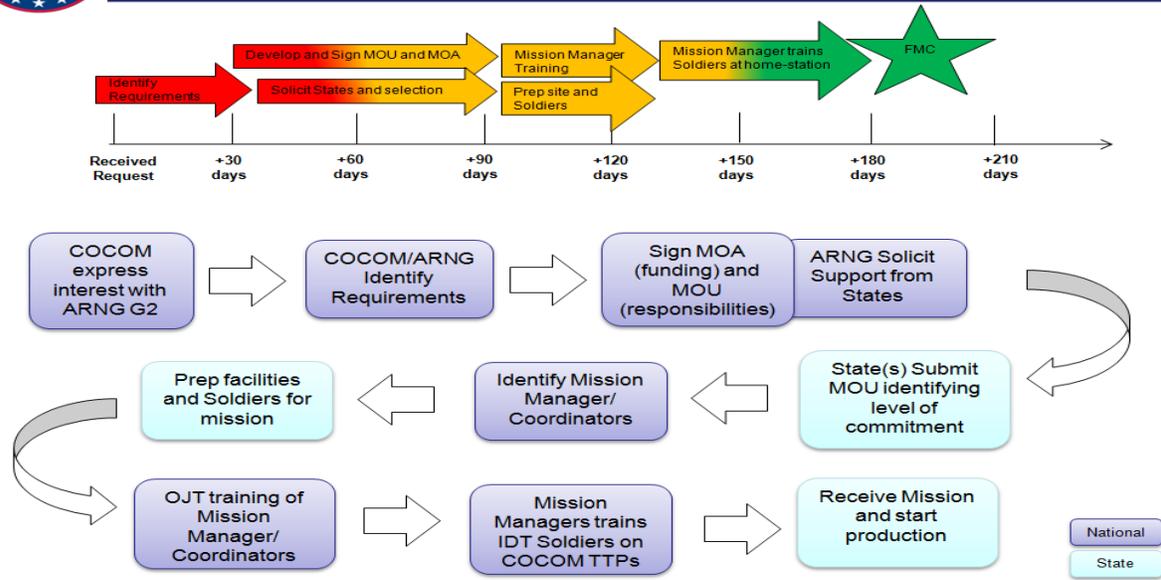


Fig. A-1 ARNG Process to Establish a Federated Intelligence Program

Appendix A

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Army Learning Policy and Systems

Glossary

AA	Active Army (also AC)
ACFL	Army Culture and Foreign Language
ARFORGEN	Army Force Generation
ATRRS	Army Training Requirements & Resources System
ATSC	Army Training Support Center
BCT	Brigade Combat Team
BfSB	Battlefield Surveillance Brigade
CATS	Combined Arms Training Strategy
CTC	Combat Training Center
CI	Counter intelligence
DCGS-A	Distributed Common Ground System - Army
DCS G2	HQDA Deputy Chief of Staff G2 (<i>also DA G2</i>)
EAC	Echelon Above Corps
ECB	Echelon Corps & Below
FL	Foreign Language
GOSC	General Officer Steering Committee
IEWTPT	Intelligence Electronic Warfare Tactical Proficiency Trainer
IKN	Intelligence Knowledge Network
IMT	Initial Military Training
IMI	Interactive Multimedia Instruction
INSCOM	Intelligence & Security Command
LREC	Language Proficiency, Regional Expertise & Cultural Knowledge
MICO	Military Intelligence Company
MIRC	Military Intelligence Readiness Command (RC)
MTT	Mobile Training Team
NET	New Equipment Training
PME	Professional Military Education
RC	Reserve Component (<i>also USAR</i>)
TADDS	Training Aids, Devices, Simulators, & Simulations
TRADOC	Training & Doctrine Command
ULO	Unified Land Operations
USAICoE	US Army Intelligence Center of Excellence (Intel WfF Proponent)