SOLDIER'S MANUAL
AND
TRAINER'S GUIDE
FOR
MOS 350F

OFFICER FOUNDATION STANDARDS
ALL SOURCE INTELLIGENCE
TECHNICIAN

CW2, CW3, CW4, and CW5

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HEADQUARTERS DEPARTMENT OF THE ARMY

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**Soldier Training Publication
No. 34-350F-Soldier's Manual and Trainer's Guide**

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Contents

Preface

This publication is for officers holding military occupational specialty (MOS) 350F and their trainers or first-line supervisors. It contains standardized training objectives, in the form of task summaries, which support unit missions during wartime. Officers holding MOS 350F should be issued or have access to this publication. It should be available in the officer's work area, unit learning center, and unit libraries. Trainers and first-line supervisors should actively plan for officers to have access to this publication.

This publication applies to the Active Army, the Army National Guard (ARNG)/the Army National Guard of the United States (ARNGUS), and the U.S. Army Reserve (USAR) unless otherwise stated.

The proponent of this publication is the U.S. Army Training and Doctrine Command (TRADOC). Comments should identify the task title and number, specific page, paragraph, and line of text for the recommended change. Provide justification for each comment to ensure understanding and complete evaluation. Prepare comments using a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) and submit to: Commander, U.S. Army Intelligence Center & Fort Huachuca, ATTN: ATZS-FDT, 550 Cibeque Street, Suite 185, Fort Huachuca, AZ 85613-7017.

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Chapter 1

Introduction

1-1. GENERAL. This manual identifies the individual MOS training requirements for officers in MOS 350F. Commanders, trainers, and Soldiers should use it to plan, conduct, and evaluate individual training in their unit. This manual is the primary MOS reference to support the self-development and training of every 350F officer. Use this manual with the Soldier's manuals of common tasks (STP 21-1-SMCT and STP 21-24-SMCT), Army training and evaluation program (ARTEP) mission training plans (MTP), and FM 7-1 to establish effective training plans and programs that integrate Soldier, leader, and collective tasks.

1-2. TASK SUMMARIES. Task summaries outline the performance requirements of each critical task in the officer training publication (STP). They provide the officer and the trainer with the information necessary to prepare, conduct, and evaluate critical task training. At a minimum, task summaries include information officer must know and the skills they must perform to standard for each task. The format for the task summaries included in this STP is as follows:

   a. Task Number. A 10-digit alpha-numeric identifier for the task. Include it along with the task title in any correspondence relating to the task.

   b. Task Title. The task title identifies the action to be performed.

   c. Condition. The task condition identifies all the equipment, tools, references, job aids, and supporting personnel the officer needs to perform the task. This section identifies any environmental conditions (such as visibility, temperature, and wind) that may alter task performance. This section also identifies any specific cues or events (such as chemical attack) that may trigger task performance.

   d. Standard. The task standard describes how well and to what level you must perform a task. Standards are typically described in terms of accuracy, completeness, and speed.

   e. Performance Steps. This section summarizes the specific actions the officer must take to complete the task successfully. (Notes within the performance steps further explain the performance standards.)

   f. Evaluation Preparation. This section lists special setup procedures, instructions, or modifications to task performance necessary to evaluate a task that cannot be trained to the wartime standard under wartime conditions. It may also include special training and evaluation preparation instructions to accommodate these modifications and instructions that should be given to the officer before evaluation.

   g. Performance Measures. This section identifies the actions the task evaluator objectively observes to determine if a task has been performed to the prescribed standard. These measures are derived from the task performance steps during task analysis.

   h. Evaluation Guidance. This section indicates requirements for receiving a passing score and any other special guidance for the task evaluator. The following evaluation guidance statement applies to all task summaries in this STP: Mark each performance measure either GO or NO GO. The officer must complete all sub steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

   i. References. This section identifies the references that provide a more detailed and thorough explanation of task performance requirements than those given in the performance step summary description.

1-3. OFFICER'S RESPONSIBILITIES. Each officer is responsible for performing individual tasks that the first-line supervisor identifies based on the unit's mission essential task list (METL). The officer must perform the task to the standards listed in the STP. If the officer has a question about which tasks to perform in this manual, or how to perform them, it is the officer's responsibility to ask the first-line supervisor for clarification. The first-line supervisor should know how to perform each task or how to direct the officer to the appropriate training materials.

1-4. OFFICER SELF-DEVELOPMENT AND THE SOLDIER TRAINING PUBLICATION (STP). Self-development is one of the key components of the officer's development program. It is a planned, progressive, and sequential program followed by leaders to enhance and sustain their military competencies. It consists of individual study, research, professional reading, practice, and self-assessment. Under the self-development concept the officer, as an Army professional, has the responsibility to remain current in all phases of the MOS. The STP is the primary source for the officer to use in maintaining MOS proficiency.

Another important resource for officer self-development is the Army Correspondence Course Program (ACCP). Refer to DA Pamphlet 350-59 for information on enrolling in this program and for a list of courses, or write to: Army Institute for Professional Development, U.S. Army Support Center, ATTN: ATIC-IPS, Newport News, VA 23628-0001.

1-5. TRAINING SUPPORT. This manual includes several appendixes that provide additional training support information.

    a. Glossary. The glossary is a single, comprehensive list of acronyms, abbreviations, definitions, and letter symbols.

    b. References. This appendix contains a list of references, which support training of all tasks in this STP. Required references are listed in the condition statement and are required for the officer to do the task. Related references are materials which help a trainer prepare for the task but are not required to perform the task.

Chapter 2

Trainer's Guide

2-1. GENERAL. The MOS mission training plan (MTP) identifies the essential components of a unit training plan for individual training. Units have different training needs and requirements based on differences in mission, environment, location, equipment, dispersion, and other factors. Therefore, the MTP should be used as a guide for conducting unit training and not a rigid standard. The MTP consists of two parts. Each part is designed to assist the commander in preparing a unit training plan that satisfies integration, cross training, training up, and sustainment training requirements for officers in this MOS.

   a. Part One of the MTP shows the relationship of an MOS skill level between duty position and critical tasks. These critical tasks are grouped by task commonality into subject areas.

      (1) Section I lists subject area numbers and titles used throughout the MTP. These subject areas are used to define the training requirements for each duty position within an MOS.

      (2) Section II identifies the total training requirement for each duty position within an MOS and provides a recommendation for cross training and train-up/merger training.

   - **Duty Position column**. This column lists the MOS duty positions, by skill level, which have different training requirements.

   - **Subject Area column**. This column lists, by numerical key (see Section I), the subject areas a officer must be proficient in to perform in that duty position.

   - **Cross Train column**. This column lists the recommended duty position for which officers should be cross trained.

   - **Train-up/Merger column**. This column lists the corresponding duty position for the next higher skill level or military occupational specialty code (MOSC) the officer will merge into on promotion.

   b. Part Two lists, by general subject areas, the critical tasks to be trained in an MOS and the type of training required (resident, integration, or sustainment).

   - **Subject Area column**. This column lists the subject area number and title in the same order as Section I, Part One of the MTP.

   - **Task Number column**. This column lists the task numbers for all tasks included in the subject area.

   - **Title column**. This column lists the task title for each task in the subject area.

   - **Training Location column**. This column identifies the training location where the task is first trained to Soldier Training Publications standards. If the task is first trained to standard in the unit, the word "Unit" will be in this column. If the task is first trained to standard in the training base, this column will identify, by brevity code (ANCOC, BNCOC, and so forth), the resident course where the task was taught. All tasks are currently trained at the Warrant Officer Basic Course (WOBC).

   - **Sustainment Training Frequency column**. This column indicates the recommended frequency at which the tasks should be trained to ensure officers maintain task proficiency. Figure 2-1 identifies the frequency codes used in this column.

BA	-	Biannually
AN	-	Annually
SA	-	Semiannually
QT	-	Quarterly
MO	-	Monthly
BW	-	Biweekly
WK	-	Weekly

Figure 2-1. Sustainment Training Frequency Codes

- **Sustainment Training Skill Level column**. This column lists the skill levels of the MOS for which officers must receive sustainment training to ensure they maintain proficiency to Soldier's manual standards.

2-2.   SUBJECT AREA CODES.

Skill Level 1

1   Develop

2   Analyze

3   Present

2-3.   DUTY POSITION TRAINING REQUIREMENTS. (This information has not been developed; it will be included in the next revision of this publication.)

2-4. **CRITICAL TASKS LIST.**

MOS TRAINING PLAN, 350F CRITICAL TASKS				
Task Number	**Title**	**Training Location**	**Sustainment Training Frequency**	**Sustainment Training SL**
Skill Level 1				
Subject Area 1. Develop				
301-50B-1001	Manage Automation Integration into Unit Operations	WOBC	SA	1-5
301-50B-1002	Manage the Development of Intelligence Preparation of the Battlefield (IPB) Products to Support Full Spectrum Operations	WOBC	SA	1-5
301-50B-1003	Direct the Intelligence Support to the Military Decisionmaking Process (MDMP)	WOBC	SA	1-5
301-50B-1004	Direct the Collection Management and Dissemination (CM&D) Element	WOBC	SA	1-5
301-50B-1005	Direct Intelligence Support to the Targeting Process	WOBC	SA	1-5
301-50B-1008	Direct the Development of Intelligence Products in Full Spectrum Operations	WOBC	SA	1-5
301-50B-1010	Direct Intelligence Support Element (ISE) Operations in Support of the Commander's Intent	WOBC	SA	1-5
Subject Area 2. Analyze				
301-50B-1006	Conduct Predictive Analysis	WOBC	SA	1-5
Subject Area 3. Present				
301-50B-1007	Conduct Command Intelligence Briefings	WOBC	SA	1-5

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Chapter 3

MOS/Skill Level Tasks

<div style="text-align: center;">

Skill Level 1

</div>

Subject Area 1: Develop

MANAGE AUTOMATION INTEGRATION INTO UNIT OPERATIONS

301-50B-1001

Condition: Given intelligence automation systems in an operational environment, mission requirements, communications equipment, FM 34-8-2, FM 3-100.21, JP 6-0, JP 6-02, software users manuals (SUM), applicable training manuals (TMs) and the unit tactics, techniques, and procedures (TTP), and the unit's standing operating procedures (SOP).

Standard: Integrated personnel and intelligence automation systems into unit operations to satisfy mission requirements in accordance with FM 2-0, FM 34-8-2, FM 34-130, FM 3-100.21, SUMs, applicable TMs, and the unit TTP.

Performance Steps

Note: The J2/G2/S2 and intelligence support element (ISE), depending on echelon, may be referred to as the joint intelligence center (JIC), the joint intelligence support element (JISE), the analysis and control element (ACE), the deployable intelligence support element (DISE), or an analysis control team (ACT). The ISE uses various intelligence automation systems [for example, the all source analysis system (ASAS), the joint deployable intelligence support system (JDISS), requirements management system (RMS), personal computer (PCs)]. These systems support development of contingency specific intelligence databases, intelligence preparation of the battlefield (IPB) products, and working aids. The 350F directs ISE personnel in integrating automation systems with their specific unit requirements. 350Fs need to be familiar with—

- Automation systems setup, operations, and products.

- How to transfer those products to other staff elements and commands.

- Limitations of systems and how to compensate for possible gaps in collection or disruption of normal operations.

1. Identify intelligence automation systems and associated components for operation.

2. Deploy the ISE.

    a. Develop the ISE site sketch for use by the advance party.

    b. Determine, upon arrival of the ISE advance party at the deployed location, whether the site location is suitable to conduct operations.

    c. Amend the ISE location, as required, prior to arrival of the ISE main body.

Performance Steps

      d. Conduct intelligence systems architecture rehearsal to ensure interpretability.

  3. Direct intelligence automation systems configuration.

      a. Determine, based upon mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC), the optimum configuration for intelligence automation systems prior to deployment.

      b. Specify the configuration to the J2/G2/S2, other staff elements, and sections within the ISE.

      c. Identify systems location for networking connectivity and configuration.

      d. Upload all pertinent analyst tools, databases, and maps.

         (1) Ensure all tools are integrated correctly.

         (2) Ensure operators have the proper security clearance to operate the systems.

  4. Supervise the conduct of intelligence automation systems operations within the ISE.

      a. Direct analysts in transmitting intelligence data, both horizontally and vertically.

      b. Direct analysts in managing information to answer the commander's priority intelligence requirements (PIRs).

         (1) Perform database operations.

         (2) Filter incoming information.

         (3) Supervise the development of the common operational picture (COP) from multiple sources of intelligence and combat information.

            (a) Identify specific information to make up the COP.

            (b) Ensure quality control in producing the COP product.

  5. In a garrison environment: Direct intelligence automation systems configuration.

      a. Determine, based on unit SOP, the optimum configuration for intelligence automation systems in garrison locations.

      b. Implement the configuration of the intelligence automation systems.

      Ensure proper maps are loaded on systems.

  6. Supervise the conduct of intelligence automation systems operations within the ISE.

      a. Direct analysts in managing information to achieve daily requirements.

      b. Direct analysts in maximizing systems capabilities to enhance garrison intelligence operations.

Evaluation Preparation: Ensure that the materials in the condition statement are available. Tell officers they will be evaluated on managing automation integration into unit operations.

Performance Measures	GO	NO GO
1. Conducted preoperation procedures.	――	――
2. Deployed the ISE.	――	――
3. Directed intelligence automation systems configuration.	――	――
4. Conducted ISE operations.	――	――

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 34-8-2	FM 34-130
Unit TTP	FM 34-3
FM 3-100.21	
JP 6-0	
JP 6-02	

MANAGE THE DEVELOPMENT OF INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB) PRODUCTS TO SUPPORT FULL SPECTRUM OPERATIONS

301-50B-1002

Condition: Given mission requirements, commander's guidance, area of operations (AO), area of interest (AOI), threat holdings, FM 3-0, FM 3-25.26, FM 5-33, FM 34-8-2, FM 34-81-1, FM 34-130, FM 5-0, FM 1-02, JP-1, JP 3-0, JP 5-00.2, and unit tactics, techniques, and procedures (TTP).

Standard: Managed the development of the four steps of the intelligence preparation of the battlefield (IPB) process and resulting products such as a modified combined obstacle overlay (MCOO), weather matrix, situation template, high-value target (HVT) list, high-payoff target (HPT) list, event template, event matrix, priority intelligence requirements (PIRs), and intelligence requirements (IRs) to support mission requirements, and commander's guidance. Acquired white/black/grey list of needed resources for accurate and predictive analysis in this type of environment.

Performance Steps

Note: The IPB process is the foundation for all intelligence efforts in support of military operations. The quality of IPB directly affects the success of military operations. IPB requires constant attention. Delays in IPB may cause delays in mission analysis.

1. Direct collection review of intelligence holdings on the battlefield environment characteristics.

    a. Judicial laws and general characteristics (such as geography, weather, terrain, population demographics, political, socioeconomic, threat forces, international treaties, and infrastructure).

    b. Identify the area of operations.

    c. Identify the battlespace.

    d. Identify limits of the area of influence.

    e. Identify intelligence gaps and discrepancies in intelligence holdings.

2. Direct the development of products to identify battlefield effects on operations.

    a. Military aspects of the terrain such as observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach, weather analysis, light data, and other characteristics that are not terrain (logistics, economics, population).

    b. Development of a MCOO.

    c. Development of a weather analysis matrix.

3. Direct threat evaluation.

    a. Manage development of threat models, update current threat models and doctrinal templates.

    b. Describe the threat doctrine, tactics, and capabilities.

    c. Identify threat HVTs and HPTs.

    d. Identify and describe the order of battle factors specifics.

Performance Steps

      e. Determine correlation of forces measure (COFM) during course of action (COA) development to assist friendly operations.

   4. Determine and brief threat COA.

      a. Identify the most likely objectives, and end state.

      b. Identify full set of possible threat COA models.

      c. Evaluate characteristics of each COA.

      d. Develop each COA (answer: what, when, why, how).

      e. Develop a situation template, ensuring identification of HVTs.

   5. Determine initial Intelligence requirements.

      a. Direct development of an event template.

      b. Direct the development of an event matrix.

      c. Direct intelligence support to the development of a decision support template (DST).

      d. Direct the development of proposed PIR/IRs (refer to task 301-50B-1004).

   6. Direct the development of the high value/high-payoff target lists (HVTL/HPTL) (Refer to task 301-50B-1005).

   7. Coordinate IPB efforts with other battlefield operating system (BOS) sections.

Evaluation Preparation: Provide the officer with the materials listed in the condition statement. Tell officers they will be evaluated on directing the development of intelligence products associated with the IPB process.

Performance Measures	GO	NO GO
1. Directed the development of IPB overlays, templates, and matrixes.	——	——
2. Directed the identification of intelligence gaps and discrepancies in threat holdings.	——	——
3. Researched/compiled the required intelligence.	——	——
4. Briefed the most likely and most dangerous COAs.	——	——
5. Coordinated IPB efforts with other staff sections.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 1-02	
FM 3-0	
FM 3-25.26	
FM 34-130	
FM 34-3	
FM 34-81-1	
FM 34-8-2	
FM 5-0	
FM 5-33	
JP-1	
JP 3-0	
JP 5-0	
JP 500.2	
Unit TTP	

DIRECT THE INTELLIGENCE SUPPORT TO THE MILITARY DECISIONMAKING PROCESS (MDMP)

301-50B-1003

Condition: Given mission requirements, commander's guidance, area of interest (AOI), threat holdings, FM 2-0, FM 3-0, FM 34-2, FM 34-8-2, FM 34-130, FM 5-0, unit tactics, techniques, and procedures (TTP), and standard office equipment.

Standard: Directed intelligence support, upon mission receipt, to effect the MDMP in accordance with mission requirements, and unit TTP.

Performance Steps

Note: The MDMP process begins when a mission is received. From this point forward, the 350F works as a member of the planning team, either formally as a member of the planning staff or informally as the intelligence support element's (ISE) representative, working with the G2/J2 planners. Additionally, depending on the command, the 350Fs may have Soldiers working under them or may be personally developing products. The 350F's knowledge of both friendly and threat military operations, as well as applicable aspects of Joint, Combined, and Interagency Intelligence organizations, make 350Fs an invaluable part of the MDMP planning process.

1. Receive mission and understand the commander's guidance.

    a. Compile current threat intelligence on proposed area of interest (AOI).

    b. Coordinate with terrain team to ensure comprehensive analysis of the AOI.

    c. Provide threat baseline brief and assist planners in presenting an initial intelligence situation.

2. Assist in conducting mission analysis.

    a. Direct initial intelligence preparation of the battlefield (IPB).

    b. Recommend initial priority intelligence report/intelligence requirements (PIR/IR).

    c. Assist planners in preparing the mission analysis brief.

    d. Direct the development of intelligence products to support the warning order (WARNORD).

    e. Understand higher headquarters concept of the operation, deception plan, and objectives.

3. Assist in the development of friendly courses of action (COA).

    a. Integrate IPB products into friendly COA development, ensuring friendly COAs take advantage of opportunities that the environment and threat situation offer.
    b. Ensure each COA is realistic.
    c. Identify threat combat power factors and analyze against friendly combat power.
    d. Direct threat course of action statements and sketch.
    e. Prepare complete enemy courses of action.
    f. Integrate all enemy battlefield operating systems (BOSs) and combat service support (CSS) into COA execution.
    g. Direct the initial event template.

Performance Steps

    4. Courses of action analysis (wargaming).

        a. Provide indepth instruction on the MDMP process.

        b. War game threat courses of action, record the results.

        c. Direct the relative combat power analysis (RCPA) using the correlation of forces measure (COFM), providing operators with statistical analysis of friendly success during each phase of each COA.

        d. Refine threat COAs, event templates, and matrixes.

        e. Identify threat objectives and desired end state.

        f. Refine high-value targets (HVTs) from the threat COA into high-payoff targets (HPTs) that support the friendly COA. (Refer to task 301-50B-1005).

        g. Direct the intelligence support to the decision support template (DST) development and refine the event template.

        h. Direct the event matrix development.

    5. Courses of action comparison.

        a. Direct the development of the intelligence estimate.

        b. Refine the IPB decision brief.

        c. Assist in collection plan development.

        d. Assist in developing the intelligence synchronization.

    6. COA approval.

        a. Advise the commander on the selected approved COA.

        b. Identify HVT and HPT lists to support friendly COA.

        c. Identify specific intelligence gaps to direct collection emphasis.

    7. Assist in the orders production.

        a. Direct the development of the intelligence annexes for the operations order (OPORD).

        b. Assist planners in developing OPORD brief.

Evaluation Preparation: Provide the officer with the materials listed in the conditions statement. Tell the officer to gather intelligence on a proposed area of interest (AOI).

Performance Measures	**GO**	**NO GO**
1. Assessed current intelligence holdings to direct the development of the initial intelligence briefing.	——	——
2. Directed the development of the warning order (WARNORD) intelligence products.	——	——
3. Integrated IPB products into friendly COA development.	——	——
4. Analyzed friendly COAs by wargaming threat COAs.	——	——
5. Prepared the OPORD brief.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

    Required   **Related**

    FM 2-0

    FM 3-0

    FM 5-0

    FM 34-130

    FM 34-2

    FM 34-3

    FM 34-8-2

    Unit TTP

DIRECT THE COLLECTION MANAGEMENT AND DISSEMINATION (CM&D) ELEMENT

301-50B-1004

Condition: Given mission requirements, collection management and dissemination (CM&D) element, collection products, means of dissemination, FM 3-0, FM 34-3, FM 34-2, FM 34-2-1, FM 34-8-2, FM 34-54, FM 5-0, JP 1-0, JP 3-01, JP 5-0, JP 5-00.2, and unit standing operating procedures (SOPs).

Standard: Directed the CM&D element to ensure the collection plan, priority intelligence requirements/intelligence requirements (PIR/IR) status, request for intelligence information (RII) process, asset status, specific orders and request (SOR), and dissemination are completed in a timely, accurate and relevant manner in accordance with mission requirements, and unit SOP.

Performance Steps

　　1. Direct the development of the intelligence synchronization matrix (ISM) and collection plan. Monitor the recording, validation, consolidation, and prioritization of requirements into, PIR/IRs, reconnaissance and surveillance (R&S) plan, and RII development.

　　2. Direct the request or tasking for collection. Identify information latest time is of value (LTIOV) thresholds and determine how much information to disseminate and identify best method for dissemination. Coordinate the dissemination of collected information between higher, adjacent, and subordinate commands.

　　3. Direct the development of requirements during wargaming. Identify collection asset(s) and platform(s) for each proposed named area of interest (NAI) during wargaming.

　　4. Prepare and conduct intelligence collection synchronization rehearsal.

　　5. Determine satisfaction of PIR/IR.

　　6. Ensure feedback/continuous assessment of intelligence operations during each phase of the cycle.

　　7. Direct the reporting evaluation to ensure correlation of reports to requirements and provide feedback to collection assets to ensure collectors are focused on current outstanding requirements.

　　8. Look for opportunities to conduct cross cueing/redundancy operations in support of PIR/IRs.

Evaluation Preparation: Provide the officer with the materials listed in the condition statement. Tell officers to direct the CM&D element to ensure the collection plan, PIR/IR status, request for intelligence information (RII) process, asset status, and dissemination are completed.

Performance Measures	**GO**	**NO GO**
1. Ensured the CM&D element completes all collection and dissemination requirements in a timely manner.	——	——
2. Coordinated with the other staff sections.	——	——
3. Monitored the collection effort for requirement satisfaction.	——	——
4. Directed collection assets to satisfy requirements.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 3-0	
FM 5-0	
FM 34-2	
FM 34-2-1	
FM 34-3	
FM 34-8-2	
FM 34-54	
JP 1-0	
JP 3-01	
JP 5-00.2	
Unit TTP	

DIRECT INTELLIGENCE SUPPORT TO THE TARGETING PROCESS

301-50B-1005

Condition: Given the current situation, threat holdings, mission statement, mission requirements, operations order (OPORD), commander's priority intelligence requirements/ intelligence requirements (PIR/IR), commander's intent, FM 3-0, FM 34-3, FM 6-20, FM 6-20-10, FM 5-0, and unit standing operating procedures (SOPs).

Standard: Directed the intelligence support to the targeting process in accordance with commander's intent, mission requirements, FM 3-0, FM 34-3, FM 6-20, FM 6-20-10, FM 5-0, ST 100-3 and unit SOP.

Performance Steps

    1. Obtain the commander's concept of operations, intent, and scheme of maneuver within the area of operations (AO).

    2. Direct the development of key targeting products, including target intelligence packets (TIPs) and battle damage assessment (BDA) products, high-value target list (HVTL), high-payoff target list (HPTL), attack guidance matrix (AGM), and target selection standards (TSS).

    3. Determine threat reactions to the loss of each identified high-value target (HVT).

    4. Coordinate with other staff members to identify information needed to fulfill identification and engagement parameters.

    5. Submit confirmed or suspected targets, along with their recommended priorities for exploitation, to fire support element (FSE) personnel and operations in a timely manner.

    6. Direct the TIP development for deep or specific targets based on operational requirements.

    7. Direct the evaluation of targets neutralized battle damage assessment (BDA) and provide additional recommendations for suspected or confirmed targets for exploitation.

Evaluation Preparation: Provide the officer with the materials listed in the condition statement. Tell the solder to provide intelligence support to the targeting process in accordance with commander's intent and mission requirements.

Performance Measures	GO	NO GO
1. Directed the development of key targeting products.	——	——
2. Determined threat response to elimination of HVTs.	——	——
3. Ensured all analyst and collectors understood commander's intent.	——	——
4. Submitted targets for exploitation.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 3-0	Unit SOP
FM 5-0	
FM 34-3	
FM 6-20	
FM 6-20-10	
ST 100-3	
Unit TTP	

DIRECT THE DEVELOPMENT OF INTELLIGENCE PRODUCTS IN FULL SPECTRUM OPERATIONS

301-50B-1008

Condition: Given a military operation, mission requirements, operations order (OPORD), threat holdings, priority intelligence requirements/intelligence requirements (PIR/IRs), FM 3-0, FM 3-07, FM 31-20-3, FM 34-3, FM 34-8-2, FM 34-130, FM 5-0, ST 100-3, DA Pam 600-67, JP-1, and unit standing operating procedures (SOPs); and tactics, techniques, and procedures (TTP).

Standard: Directed the development of intelligence products, to include intelligence preparation of the battlefield (IPB) products, pattern analysis products, information operations products, link analysis products and predictive assessment in support of full spectrum operations in accordance with mission requirements, and unit SOP.

Performance Steps

   Note: Intelligence support in full spectrum operations involves many of the same products and processes as conventional operations require; however, full spectrum operations require additional analytical creativity in tracking the threat and predicting how friendly forces may defeat it. As in other critical tasks, 350Fs make their mark by finding creative ways to predict threat actions and ensure friendly mission accomplishment.

   1. Obtain the commander's concept of operations and intent within the area of operations (AO).

   2. Determine intelligence products required to accomplish the mission.

   3. Determine mission-specific geographic or topical areas of focus.

   4. Determine counter intelligence support to other intelligence disciplines.

   5. Direct the development of pattern analysis products when applicable to current mission.

   6. Direct the development of link analysis tools, when applicable to current mission.

   7. Direct the development of information operations products, when applicable to current mission.

   8. Direct the development of a time event chart, when applicable to current mission.

   9. Analyze and interpret threat holdings, identifying indicators of threat course of actions (COAs), intentions, and objectives.

   10. Direct the development of identified written intelligence products, including a database, tailoring them to meet the requirements of the mission.

   11. Develop a predictive assessment on threat activity for the next 24-/48-/72-hours to 30 to 180 days, depending on mission requirements.

Evaluation Preparation: Ensure that the materials in the condition statement are available. Tell the officer to direct the development of intelligence products, to include IPB products, pattern analysis products, information operations products, link analysis products and predictive assessment in support of full spectrum operations in accordance with mission requirements, and unit SOP.

Performance Measures	**GO**	**NO GO**
1. Directed the development of Stability Operations and Support Operations analytical products.	——	——
2. Compared intelligence holdings, identifying indicators of threat COAs, intentions, and objectives.	——	——
3. Presented the updated threat assessment.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
DA Pam 600-67	FM 90-8
FM 3-0	
FM 3-07	
FM 5-0	
FM 31-20-3	
FM 34-130	
FM 34-8-2	
FM 41-10	
JP-1	
TTP	

DIRECT INTELLIGENCE SUPPORT ELEMENT (ISE) OPERATIONS IN SUPPORT OF THE COMMANDER'S INTENT

301-50B-1010

Condition: Given an operational intelligence support element (ISE), the current situation, mission requirements, commander's intent, FM 3-0, FM 34-3, FM 34-8-2, FM 34-130, FM 5-0; tactics, techniques, and procedures (TTP), and local standing operating procedures (SOPs).

Standard: Directed ISE operations, including intelligence production in support of daily operations and battle rhythm, personnel duties within the ISE, internal and external tasking, and contingency operation planning in accordance with mission requirements, current operational conditions, commander's intent, and unit SOP.

Performance Steps

Note: While branch officers (CPTs, MAJs or LTCs) fill the roll of ISE chiefs, 350Fs are often consulted by ISE chiefs and G2/J2s to determine how best to employ their element's sections to support operations. Therefore, 350Fs must be able to task organize every section within the ISE and coordinate intelligence efforts with higher, adjacent, and subordinate commands.

1. Obtain the commander's concept of operations within the area of operation (AO).

2. Coordinate intelligence focus for the ISE.

3. Coordinate with ISE Chief and G2/J2 to determine ISE operational requirements.

   a. Determine manning requirements for each section.

   b. Determine shift-staffing requirements.

   c. Monitor ISE battle rhythm.

4. Coordinate with section leaders to ensure synchronized ISE operations.

5. Coordinate with higher, adjacent, and lower echelons to focus analysis and collect intelligence necessary for the mission.

Evaluation Preparation: Ensure that the materials in the condition statement are available. Tell the officers to direct ISE operations, including intelligence production in support of daily operations, personnel duties within the ISE, and internal and external tasking, in accordance with mission requirements, current operational conditions, commander's intent, and unit SOP.

Performance Measures	GO	NO GO
1. Obtained the commander's concept of operations.	——	——
2. Determined intelligence focus for the ISE.	——	——
3. Coordinated with ISE chief and G2/J2.	——	——
4. Coordinated with ISE section leaders.	——	——
5. Coordinated with higher, adjacent, and lower echelons.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked

GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 3-0	
FM 5-0	
FM 34-130	
FM 34-3	
FM 34-8-2	
TTP	

Subject Area 2: Analyze

CONDUCT PREDICTIVE ANALYSIS

301-50B-1006

Condition: Given a situation, or an operation plan (OPLAN), or an operation order (OPORD), threat holdings, reporting from multiple sources, analytical tools, FM 2-0, FM 34-3, FM 34-8-2, ST 100-3, and unit standing operating procedures (SOPs).

Standard: Applied principles of predictive analysis in order to present updated intelligence products in accordance with the level of detail required by the commander.

Performance Steps

Conducted timely, accurate, and predictive all source analysis is what makes 350Fs critical members of the commander's staff. Predictive analysis is what makes quality intelligence preparation of the battlefield (IPB) products, supports successful staff military decisionmaking process (MDMP), collection management, and target development. Any intelligence Soldier can read reports and present their information. However, a true intelligence analyst details what the reports mean and how the commander should act to counter the reported threat. Predicting future actions is what enables the 350F to advise the commander on recommended friendly actions against the threat.

   1. Review current intelligence holdings, integrating information and intelligence reporting from multiple sources.

   2. Compare current intelligence holdings with threat doctrine; tactics, techniques, and procedures (TTPs), and previously produced course of actions (COAs). Know enemy TTP's capabilities, trends, and intentions.

   3. Analyze and interpret threat holdings, identifying indicators of threat COAs, intentions, and objectives.

   4. Develop a predictive assessment on threat activity for the next 24-/48-/72-hours to 30 to 180 days, depending on mission requirements.

   5. Present the updated threat assessment to the commander and staff.

Evaluation Preparation: Ensure that the materials in the condition statement are available. Tell the officer to develop a predictive assessment on threat activity for the next 48-hours.

Performance Measures	**GO**	**NO GO**
1. Reviewed current intelligence holdings.	——	——
2. Compared intelligence holdings with threat doctrine, TTPs, and previously produced COAs.	——	——
3. Presented the updated threat assessment.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

Required	**Related**
FM 2-0	TTP
FM 34-3	
FM 34-8-2	
ST 100-3	
Unit SOP	

Subject Area 3: Present

CONDUCT COMMAND INTELLIGENCE BRIEFINGS

301-50B-1007

Condition: Given a situation, mission requirements, operations order (OPORD), commander's guidance, priority intelligence requirements/intelligence requirements ((PIRs/IRs), threat holdings, FM 3-0, FM 34-3, FM 34-8-2, FM 34-130, FM 5-0; unit tactics, techniques, and procedures (TTP), and unit standing operating procedures (SOPs).

Standard: Conducted oral intelligence briefings, including formal and/or impromptu briefings, to relate the latest intelligence information and predictive intelligence analysis in accordance with the commander's guidance.

Performance Steps

1. Receive tasking to present intelligence briefing.

2. Identify the audience, time allotted, briefing aids, and preparation time.

3. Coordinate for required intelligence support.

4. Prepare brief, tailored to the audience's required level of detail.

5. Present intelligence brief within allotted time.

Evaluation Preparation: Provide the officer with the materials listed in the condition statement. Tell the officer to conduct a formal and/or impromptu briefing to relate the latest intelligence information and predictive intelligence analysis in accordance with the commander's guidance.

Performance Measures	GO	NO GO
1. Identified the audience, time allotted, briefing aids, and preparation time.	——	——
2. Coordinated for required intelligence support.	——	——
3. Prepared tailored intelligence brief.	——	——
4. Presented brief within allotted time.	——	——

Evaluation Guidance: Mark each performance measure either GO or NO GO. The officer must complete all sub-steps to receive a GO for that measure. All measures must be marked GO for successful accomplishment of the task. If the officer fails any measure, show what was done wrong and how to do it correctly.

References

    Required   **Related**

    FM 3-0
    FM 5-0
    FM 34-130
    FM 34-3
    FM 34-8-2
    Unit SOP
    Unit TTP

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Chapter 4

350F-All Source Intelligence Technician

4-1.   DUTIES.

a. WO1/CW2.

(1) Develops situation awareness through the development of information accumulated from maps and intelligence information derived from all intelligence disciplines.

(2) Develops and presents intelligence briefings.

(3) Makes reliability assessments of information received through comparison with previously evaluated information and the current situation.

(4) Maintains close liaison with other analysis elements and specialized intelligence activities to include counterintelligence, imagery interpretation, interrogation, and language interpretation and civil affairs.

(5) Ensures compliance with computer interface and operating procedures.

(6) Develops and maintains intelligence files, databases, and web pages as a basis for information to support tactical decisions.

(7) Establishes and maintains files as a basis for information to support tactical decisions.

(8) Maintains current information concerning friendly and enemy forces to include identification, organization, disposition, personalities, capabilities, combat efficiency, specialized training, and history.

(9) Develops and prepares enemy vulnerability studies and evaluates their significance for use in predicting probable enemy courses of action in terms of disposition, capabilities, vulnerability, and intentions.

(10) Supervises intelligence section operations.

(11) Manages dissemination of intelligence products.

(12) Supervises development of intricate steps of the military decisionmaking process (MDMP).

b. CW3 performs duties described in paragraph a.

(1) Mentors junior warrant officers, officers, and noncommissioned officers (NCOs) on analysis and intelligence operations.

(2) Advises leaders and staffs on intelligence operations and the development of junior warrant officers and NCOs.

c. CW4 performs duties described in subparagraph b.

Develops junior Soldiers, NCOs, warrant officers, and officers regarding intelligence activities, operations, tasks, and training.

d. CW5.

(1) Performs duties described in subparagraph c.

(2) Provides guidance and technical input to senior leaders, subordinate units, and staff elements.

4-2.   QUALIFICATIONS.

a. WO1/CW2 must—

(1) Complete the military intelligence (MI) Warrant Officer Basic Course (WOBC).

(2) Have normal color discrimination with corrected vision per one of the following three categories of the good eye, bad eye categories: 20/40-20/70; 20/30-20/100; or 20/20-20/400.

(3) Have hearing wherein sound amplitude in one ear does not exceed 45 decibels at frequencies 250, 500, 1000, and 2000 SPS (HZ) or 65 decibels at frequency 4000.

(4) Be a U.S. citizen. Possess a Top Secret security clearance with eligibility for access to sensitive compartmental information (SCI).

b. CW3 must—

(1) Meet qualifications described in paragraph 4-2a.

(2) Complete the resident MI Warrant Officer Advanced Course (WOAC).

c. CW4 must—

(1) Meet qualifications described in paragraph 4-2b.

(2) Complete the Warrant Officer Staff Course (WOSC).

d. CW5 must—

(1) Meet qualifications described in paragraph 4-2c.

(2) Complete the Warrant Officer Senior Staff Course (WOSSC).

e. Additional skill identifiers.

(1) ASAS Master Analyst.

(2) Joint Targeting.

(3) Joint Operations.

(4) Collection Management.

(5) Basic Airborne.

Glossary

SECTION I - ACRONYMS AND ABBREVIATIONS

AA	avenue of approach
ACCP	Army Correspondence Course Program
ACE	analysis and control element
AGM	attack guidance matrix
AN	annually
ANCOC	Advanced Noncommissioned Officer Course
AO	area of operations
AOI	area of interest
ARTEP	Army Training and Evaluation Program
ASAS	all source analysis system
BDA	battle damage assessment
BNCOC	Basic Noncommissioned Officer Course
BOS	battlefield operating system
CM	collection manager
CM&D	collection management and dissemination
CMA	collection management authority
COA	course of action
COFM	correlation of forces measure
COP	common operational picture
CPT	captain
CSS	combat service support
DST	decision support template
FM	field manual

FSE	fire support element
HPT	high-payoff target
HVT	high-value target
IPB	intelligence preparation of the battlefield
IR	intelligence requirement
ISE	intelligence support element
ISM	intelligence synchronization matrix
JDISS	joint deployable intelligence support system
JIC	joint intelligence center
JIPB	joint intelligence preparation of the battlespace
LTC	lieutenant colonel
LTIOV	latest time information is of value
MAJ	major
MCOO	modified combined obstacle overlay
MDMP	military decisionmaking process
METL	mission essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MI	military intelligence
MOS	military occupational specialty
MOSC	military occupational specialty code
MTP	mission training plan
NAI	named area of interest
NCO	noncommissioned officer
OPLAN	operation plan

OPORD	operation order
PIR	priority intelligence requirement
QT	quarterly
R&S	reconnaissance and security; reconnaissance and surveillance
RCPA	relative combat power analysis
RII	request for intelligence information
RMS	requirements management system
S2	Battalion Intelligence Officer
S3	Battalion Operations Officer
SCI	sensitive compartmental information
SL	skill level
SM	Soldier's manual
SMCT	Soldier's manual of common tasks
SOP	standing operating procedure
SOR	specific orders and requests
SOSO	Stability Operations and Support Operations
STP	Soldier training publication
SUM	software user manual
TG	trainer's guide; training guidance
TIO	training information outline
TIP	target intelligence packet
TTP	tactics, techniques, and procedures
TTS	target selection standard
WARNO	warning order
WO	warrant officer

WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOSC	Warrant Officer Staff Course
WOSSC	Warrant Officer Senior Staff Course

SECTION II − TERMS

Analysis and control element (ACE) (Army)
The G2's primary organization for controlling intelligence and electronic warfare (IEW) operations. The ACE performs collection management; produces all-source intelligence; provides IEW technical control; and disseminates intelligence and targeting data across the range of military operations. See FM 2-0.

Army training and evaluation program (ARTEP)
The cornerstone of unit training. It is the umbrella program to be used by the trainer and training manager in the training evaluation of units. The ARTEP is a complete program enabling commanders to evaluate and develop collective training based on unit weaknesses, then train the unit to overcome those weaknesses and reevaluate. Success on the battlefield depends on the coordinated performance of collective and individual skills taught through the ARTEP MTP.

Avenue of approach (AA) (JP 1-02)
An air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path. (See also intelligence preparation of the battlefield (IPB).) See FM 3-0, FM 7-8, FM 7-20, FM 7-30, FM 34-130, FM 44-100, and FM 71-123.

Battlefield operating system (BOS)
A tool the TF commander may use to organize the battle task. The seven BOSs are the major functions which occur on the battlefield. The BOS must be synchronized to ensure total combat power is coordinated and directed toward accomplishing the wartime mission. The BOSs are a tool and provide a process to evaluate and assess performance. They may be used to identify operational deficiencies and focus attention for training. BOSs are listed in sequence as they would appear in the five-paragraph field order: Intelligence, Maneuver, Fire Support; Mobility, Countermobility, Survivability; Air Defense; Combat Service Support; and Command and Control.

Collection management
In intelligence usage, the process of converting intelligence requirements into collection requirements, establishing priorities, tasking or coordinating with appropriate collection sources or agencies, monitoring results, and retasking, as required. See also collection; collection requirement; collection requirements management; intelligence; intelligence cycle. (JP 2-0)

Collection management authority
Constitutes the authority to establish, prioritize, and validate theater collection requirements, establish sensor tasking guidance, and develop theater collection plans. Also called CMA. See also collection manager; collection plan; collection requirement. (JP 2-01)

Collection manager
An individual with responsibility for the timely and efficient tasking of organic collection resources and the development of requirements for theater and national assets that could satisfy specific information needs in support of the mission. Also called CM. See also collection; collection management authority. (JP 2-01)

Collection operations management
The authoritative direction, scheduling, and control of specific collection operations and associated processing, exploitation, and reporting resources. Also called COM. See also collection management; collection requirements management. (JP 2-0)

Collection requirements management
The authoritative development and control of collection, processing, exploitation, and/or reporting requirements that normally result in either the direct tasking of assets over which the collection manager has authority, or the generation of tasking requests to collection management authorities at a higher, lower, or lateral echelon to accomplish the collection mission. Also called CRM. See also collection; collection management; collection operations management. (JP 2-0)

Collection resource
A collection system, platform, or capability that is not assigned or attached to a specific unit or echelon which must be requested and coordinated through the chain of command. See also collection management. (JP 2-01)

Combat intelligence (JP 1-02)
That knowledge of the enemy, weather, and geographical features required by a commander in the planning and conduct of combat operations. (Army) - Information on the enemy's capabilities, intentions, vulnerabilities, and the environment. (See also collection plan, Intelligence Preparation of the Battlefield (IPB), reconnaissance (recon, recce), and reconnaissance and surveillance plan.) See FM 3-0, FM 3-04.111, FM 3-07, FM 3-34, FM 7-20, FM 7-30, FM 17-95, FM 3-05.20, FM 2-0, FM 34-2, FM 71-100, FM 71-123, FM 100-15, FM 100-25, and FM 5-0.

Commander's critical
Information required by the commander that directly affects decisions and dictates the successful execution of operational or tactical operations. CCIR normally result in the generation of three types of information requirements: priority intelligence requirements, essential elements of friendly information, and friendly force information requirements. (See also essential elements of friendly information (EEFI), friendly force information requirements (FFIR), and priority intelligence requirements (PIR).) See FM 2-0, FM 71-100, FM 100-15, and FM 5-0.

Commander's critical information requirements (CCIR)
Information required by the commander that directly affects decisions and dictates the successful execution of operational or tactical operations. CCIR normally result in the generation of three types of information requirements: priority intelligence requirements, essential elements of friendly information, and friendly force information requirements. (See also essential elements of friendly information (EEFI), friendly force information requirements (FFIR), and priority intelligence requirements (PIR).) See FM 2-0, FM 71-100, FM 100-15, and FM 5-0.

Common task
Common skill level task: An individual task performed by every Soldier in a specific skill level regardless of MOS or branch, such as a task performed by all captains. Common Soldier task: An individual task performed by all Soldiers, regardless of rank. (Example: All Soldiers must be able to perform the task, "Perform mouth-to-mouth Resuscitation.") Note: There are common Soldier tasks that apply to all Army civilian employees as well, such as maintain security of classified information and material.

Critical task
A collective or individual task a unit or individual must perform to accomplish the mission and duties and to survive in the full range of Army operations. Critical tasks must be trained. Types of tasks that can be identified as critical include: Collective task, common skill task, common Soldier task, individual task shared tasks.

Decision support template (DST)
A staff product initially used in the wargaming process which graphically represents the decision points and projected situations and indicates when, where, and under what conditions a decision is most likely to be required to initiate a specific activity (such as a branch or sequel) or event (such as lifting or shifting of fires). (See also decision point [DP], decision support matrix [DSM], intelligence preparation of the battlefield [IPB], and wargaming.) See FM 34-130 and FM 5-0.

Doctrinal template
A model based on postulated enemy tactical doctrine. It generally portrays frontages, depths, echelon spacing, and force composition, as well as disposition of combat, combat support, and combat service support units for a given type of operation. It portrays how the enemy would like to fight if not constrained. (See also decision support template [DST], event template, intelligence preparation of the battlefield [IPB], and situational template.) See FM 2-0 and FM 34-130.

Duty position
"Duty position" is the same as "job." It is a major subdivision of a skill level. It is further subdivided into tasks. The MOS 96B is subdivided into four skill levels.

Field of fire (JP 1-02, NATO)
The area which a weapon or a group of weapons may cover effectively with fire from a given position. (See also intelligence preparation of the battlefield (IPB), enfilading fire, battle position (BP), and dead space.) See FM 7-7, FM 7-8, and FM 7-10.

GO/NO-GO
This is a pass-fail criterion of evaluation whereby the officer cannot be "partially correct." The officer either meets the standard or does not meet the standard.

Intelligence preparation of the battlefield
An analytical methodology employed to reduce uncertainties concerning the enemy, environment, and terrain for all types of operations. Intelligence preparation of the battlefield builds an extensive database for each potential area in which a unit may be required to operate. The database is then analyzed in detail to determine the impact of the enemy, environment, and terrain on operations and presents it in graphic form. Intelligence preparation of the battlefield is a continuing process. Also called IPB. (FM 34-130)

Job
The tasks performed by a single worker constitute a job. If identical tasks are performed by several individuals, they all hold the same "job." "Job" is the same as "duty position." An "MOS" is comprised of skill levels. SLs are composed of "jobs," also called "duty positions." Thus, MOS 96B is called Intelligence Analyst, but the job may be supervisor at SL 2.

Joint intelligence preparation of the battlespace
The analytical process used by joint intelligence organizations to produce intelligence assessments, estimates, and other intelligence products in support of the joint force commander's decisionmaking process. It is a continuous process that includes defining the total battlespace environment; describing the battlespace's effects; evaluating the adversary; and determining and describing adversary potential courses of action. The process is used to analyze the air, land, sea, space, electromagnetic, cyberspace, and human dimensions of the environment and to determine an opponent's capabilities to operate in each. Joint intelligence preparation of the battlespace products are used by the joint force and component command staffs in preparing their estimates and are also applied during the analysis and selection of friendly courses of action. Also called JIPB. See also battlespace; intelligence; joint intelligence. (JP 2-0)

Key terrain (JP 1-02, NATO)
Any locality, or area, the seizure or retention of which affords a marked advantage to either combatant. (See also Intelligence Preparation of the Battlefield (IPB).) See FM 34-130.

Mission essential task list
A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).

Operations other than war
Military activities during peacetime and conflict that do not necessarily involve armed clashes between two organized forces.

Performance measures
The actions that can be objectively observed and measured to determine if a task performer has performed the task to the prescribed standard. These measures are derived from the task performance steps during task analysis. See "Task performance specifications."

Priority intelligence requirements
Those intelligence requirements for which a commander has an anticipated and stated priority in the task of planning and decisionmaking. Also called PIRs. See also information requirements; intelligence; intelligence cycle; intelligence requirement. (JP 2-01.1)

Shared task
Organizational: See "Organizational level task." Shared individual task: An individual task performed by Soldiers from different jobs and/or different skills or organizational levels. Shared tasks are usually identified when conducting an analysis of a specific job. Example: The lieutenant and sergeant in the same platoon perform some of the same tasks. Shared collective task: A shared collective task is a collective task that applies to or is performed by more than one type unit, such as to units which have different proponents or to different echelon/TOE units within a single proponent's authority. Since the task, conditions, standards, task steps, and performance measures of shared collective tasks do not change, the collective task is trained and performed in the same way by all units that "share" the task.

Specialist intelligence report
A category of specialized, technical reports used in the dissemination of intelligence. Also called SPIREP. See also intelligence reporting.

Sustainment training
See "Refresher training."

Task condition
A description of the necessary equipment and physical setting required for the soldier to accomplish the specified task in training or evaluation situations. Conditions describe the important aspects of the performance environment. See "Condition."

Task standard
A statement of how well a task must be performed. The standard specifies how well, completely, or accurately a process must be performed or product produced. The standard reflects task requirements on the job. A product standard is determined in terms of accuracy, tolerance, completeness, format, clarity, errors, or quality. A process standard is determined in terms of sequence, completeness, accuracy, or speed. Both product and process standards must be observable and measurable. See "Standard."

Train-up
The process of increasing the skills and knowledge of an individual or unit to a higher skill level. It may involve certification.

References

REQUIRED PUBLICATIONS

Required publications are sources that users must read in order to understand or to comply with this publication.

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DA Pam 350-59, *Army Correspondence Course Program Catalog*, 1 October 2002.

Department of the Army Forms

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Field Manuals

FM 1-02 (FM 101-5-1), *Operational Terms and Graphics*, 21 September 2004.

FM 2-0, *Intelligence*, 17 May 2004.

FM 3-0, *Operations*, 14 June 2001.

FM 3-07, *Stability Operations and Support Operations*, 20 February 2003.

FM 3-100.21, *Contractors on the Battlefield*, 3 January 2003.

FM 3-25.26, *Map Reading and Land Navigation*, 18 January 2005.

FM 5-0 (FM 101-5), *Army Planning and Orders Production*, 20 January 2005.

FM 5-33, *Terrain Analysis (w/Change 1)*, 8 September 1992 (will be revised as FM 3-34.330).

FM 6-20, *Fire Support in the Airland Battle*, 17 May 1988.

FM 6-20-10, *Tactics, Techniques, and Procedures for the Targeting Process*, 8 May 1996 (will be revised as FM 3-60).

FM 7-1, *Battle Focused Training*, 15 September 2003.

FM 31-20-3, *Foreign Internal Defense Tactics, Techniques, and Procedures for Special Forces*, 20 September 1994 (will be revised as FM 3-05.202).

FM 34-2, *Collection Management and Synchronization Planning*, 8 March 1994 (will be revised as FM 2-33.3).

FM 34-2-1, *Tactics, Techniques, and Procedures for Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*, 19 June 1991 (will be revised as FM 2-00.21).

FM 34-3, *Intelligence Analysis*, 15 March 1990 (will be revised as FM 2-33.4).

FM 34-8-2, *Intelligence Officer's Handbook*, 1 May 1998 (will be revised as FM 2-50.2).

FM 34-25, *Corps Intelligence and Electronic Warfare Operations*, 30 September 1987 (will be revised as FM 2-19.2).

FM 34-54, *Technical Intelligence*, 30 January 1998 (will be revised as FM 2-22.4).

FM 34-80, *Brigade and Battalion Intelligence and Electronic Warfare Operations*, 15 April 1986 (will be revised as FM 2-19.4).

FM 34-81-1, *Battlefield Weather Effects*, 23 December 1992 (will be revised as FM 2-33.201).

FM 34-130, *Intelligence Preparation of the Battlefield*, 8 July 1994 (will be revised as FM 2-01.3).

FM 41-10, *Civil Affairs Operations*, 14 February 2000 (will be revised as FM 3-05.40).

FM 90-8, *Counterguerrilla Operations*, 29 August 1986 (will be revised as FM 3-07.11).

FM 100-2-1, *The Soviet Army: Operations and Tactics*.

FM 100-2-3, *The Soviet Army: Troops, Organization, and Equipment*.

Other Product Types

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JP 1-0. *Doctrine for Personnel Support for Joint Operations*. 19 November 1998.

JP 3-01, *Joint Doctrine for Countering Air and Missile Threats*, 19 October 1999.

JP 5-0, *Doctrine for Planning Joint Operations*, 13 April 1995.

JP 5-00.2, *Joint Task Force Planning Guidance and Procedures*, 13 January 1999.

JP 6-0, *Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Operations*, 30 May 1995.

JP 6-02, *Joint Doctrine for Operational/Tactical Command, Control, and Communications Systems*, 1 October 1996.

Soldier Training Publications

STP 21-1-SMCT, *Soldier's Manual of Common Tasks (SMCT) Skill Level 1*, 1 October 2001.

STP 21-24-SMCT, *Soldier's Manual of Common Tasks (SMCT) Skill Level 2-4*, 1 October 2001.

Special Texts

Tactics, Techniques, and Procedures (TTP)

Unit Tactics, Techniques and Procedures.

RELATED PUBLICATIONS

Related publications are sources of additional information. They are not required in order to understand this publication.

Army Regulations

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FM 3-04.111, *Aviation Brigades*, 21 August 2003.

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FM 6-0, *Mission Command: Command and Control of Army Forces*, 11 August 2003.

FM 7-7, *The Mechanized Infantry Platoon and Squad (APC)*, 15 March 1985 (will be revised as FM 3-21.7).

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By Order of the Secretary of the Army

PETER J. SCHOOMAKER
General, United States Army
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