FM 2-91.6

SOLDIER SURVEILLANCE AND RECONNAISSANCE: FUNDAMENTALS OF TACTICAL INFORMATION COLLECTION

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Soldier Surveillance and Reconnaissance: Fundamentals of Tactical Information Collection

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*This publication supersedes ST 2-91.6, dated March 2004, and Tactical Questioning: Soldier's Handbook, dated November 2003.

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Preface

This publication establishes the Army's doctrine in support of the Every Soldier is a Sensor (ES2) initiative. The need for Soldiers to be aware that basic observations are an important part of operations has led to the development of this manual.

This manual expands on the information contained in ST 2-91.6 and provides a foundation for developing tactical questioning and reporting and supersedes all other tactical questioning handbooks produced by the United States Army Intelligence Center (USAIC), specifically the Tactical Questioning Soldier's Handbook and ST 2-91.6. This manual—

- Provides the doctrinal framework for Soldiers and leaders at all echelons and forms the foundation for ES2 curricula within the Army Education System. Its audience is broad, from military Soldiers and leaders to civilians. It is essential that all Soldiers and civilians understand how their daily observations feed into the bigger intelligence process and help create a more favorable environment for US success in a region.
- Is a compilation of tools to help all Soldiers collect information through tactical questioning, detainee handling, and document and equipment handling in offensive, defensive, stability operations, and civil support operations.
- Is not intended to make the Soldier an expert on intelligence collection. It is not intended to train Soldiers as intelligence collectors nor authorize Soldiers to conduct interrogation and source operations.
- Introduces the basics of questioning and reporting and provides some tools for patrols and S-2s.
- Applies to the Full Spectrum Operations. Principles outlined are valid under conditions involving use of chemical, biological, radiological, nuclear, and high yield explosives (CBRNE).

This manual is a compilation of tools to help all Soldiers collect information through surveillance, reconnaissance, patrolling, interacting with the local populace, tactical site exploitation, tactical questioning and detainee handling, briefing, debriefing, and reporting in offensive, defensive, stability operations, and civil support operations. Most of the text was developed specifically for patrols and to conduct traffic control points (TCPs) or roadblocks, and other missions where Soldiers will interact with the local populace including site exploitation and tactical questioning after a planned or hasty raid. The term "patrol" could reflect a platoon, section, fire team, or other special-purpose group given a mission as listed above.

This manual applies to Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. Although this is Army doctrine, other services will make necessary adaptations based on each of their organizations and service-specific doctrine.

The proponent of this publication is Headquarters, US Army Training and Doctrine Command. The preparing agency is the US Army Intelligence Center, Fort Huachuca, Fort Huachuca, AZ. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, ATTN: ATZS-CDI-D (FM 2-91.6), U.S. Army Intelligence Center, Fort Huachuca, 550 Cibeque Street, Fort Huachuca, AZ 85613-7017. Send comments and recommendations by e-mail to ATZS-FDT-D@hua.army.mil. Follow the DA Form 2028 format or submit an electronic DA Form 2028.

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Chapter 1
Introduction

Our goal will be that every Soldier will have the mindset of a trained observer, capable of providing information to higher headquarters while receiving timely accurate intelligence on the ground.

—Paul D. Eaton, MG (Ret), GS, Deputy Chief of Staff for Operations and Training

SOLDIER SURVEILLANCE AND RECONNAISSANCE

1-1. Surveillance and reconnaissance missions are a principal means of information collection. The need for Soldiers to observe and report information to leadership to facilitate decision making is as old as warfare itself. Certain specialized units are tailored to conduct surveillance and reconnaissance, but leveraging the information collected by all Soldiers across an area of operations (AO) often results in maximizing the efficiency of an operation.

1-2. A key difference between surveillance missions and reconnaissance is that surveillance is systematic, usually passive in collection of information, and may be continuous; while reconnaissance may be limited in duration of the assigned mission, is active in collection of information, and usually includes human participation. Reconnaissance employs many tactics, techniques, and procedures (TTP) throughout the course of the mission, one of which may include an extended period of surveillance.

1-3. Commanders complement surveillance with aggressive and continuous reconnaissance. Surveillance, in turn, increases the efficiency of reconnaissance elements by focusing those missions, while reducing the risk to Soldiers.

1-4. Surveillance and reconnaissance are most commonly associated with standoff distances separating a Soldier from what he is observing. Stealth during a reconnaissance patrol is often the key in achieving surprise prior to the decisive effort. Stability operations—characterized by Soldier presence in and near the population or location—result in little or no standoff distances. Stealth in collection is replaced by Soldier awareness and observation of his surroundings while conducting a patrol or mission. This paradigm necessitates an elevated level of awareness in all Soldiers.

1-5. The commonality of surveillance and reconnaissance is observation and reporting. When conducting surveillance or reconnaissance Soldiers actively observe details related to the commander's critical information requirements (CCIRs) in an AO. They must also be competent in reporting their experience, perception, and judgment concisely and accurately. Leaders who understand how to optimize the collection, and reporting of information in their organization facilitate production of intelligence. To accommodate this, leaders must create a climate that allows all Soldiers to feel free to report what they see and learn on a mission.

1-6. All Soldiers report their observations through their chain of command even when not specifically tasked to conduct surveillance or reconnaissance. The Soldier remains an indispensable source for much of the information needed by commanders. Observations and experiences of Soldiers, often working with the local population, provide depth and context to information collected through surveillance and reconnaissance. Commanders and staffs emphasize the integration of information collected from Soldiers in the AO into the intelligence warfighting function (WFF). This focus on integration contributes to more detailed and accurate intelligence.

1-7. Every Soldier must understand that he plays a critical role on the battlefield when it comes to situational awareness and reporting. Soldiers have the opportunity to collect and report information within an AO, thus becoming a critical element of their unit's ability to achieve situational understanding of their operational environment (OE). Training instills all Soldiers with the mindset that every Soldier is a sensor throughout an AO.

1-8. Leaders must understand the tasks and considerations that facilitate training and developing leaders and Soldiers as efficient sensors within the AO. This manual gives both leaders and Soldiers a framework in which to enhance situational awareness through observation and reporting. By applying a "plan, prepare, execute, and assess" methodology leaders can anticipate training requirements and operational considerations, and evaluate the preparedness and performance of their Soldiers. Tasks utilized by the Soldier—such as tactical questioning, cultural awareness, the use of interpreters, patrol debriefing, handling captured enemy documents and materials—help to answer the CCIRs resulting in a clearer picture of the AO.

EVERY SOLDIER IS A SENSOR

1-9. ES2 conditions Soldiers and leaders and causes both to see information collection and reporting as everyone's responsibility. All must fight for knowledge to gain and maintain greater situational understanding. At the heart of the concept is the art of collecting combat (tactical) information. This process involves leaders directing and maximizing the collection of combat information by patrols, and Soldiers who understand their vital role as information collectors, which contributes to the development of intelligence.

1-10. Combat information is unevaluated data collected by or provided directly to the tactical commander which due to its highly perishable nature or the criticality of the situation, cannot be processed into tactical intelligence in time to satisfy the user's tactical intelligence requirements. Whether collected in offensive, defensive, stability, or civil support operations the key to combat information is that it is unevaluated. It is vital that combat information not only be reported to a leader or commander but also that it is reported to the intelligence staff for analysis and production.

Note. With regard to full spectrum operations, discussions concerning combat information will be referred to as tactical information throughout the remainder of this manual.

1-11. When thoroughly instilled in Soldiers through training and meticulous mission planning and preparation, ES2 results in the following:

- Soldiers trained to actively observe for critical indicators related to CCIRs.
- Soldiers competent in reporting their experience, perception, and judgments in a concise, accurate manner.
- Leaders who understand how to optimize the collection, processing, and dissemination of information in their organization to enable the generation of timely intelligence.
- Technology enablers anticipated and requisitioned to connect the Soldier to the intelligence process through digital reporting in real time.

1-12. Many tasks, routinely conducted in support of Army operations, contribute to the ES2 program. Emphasis and training on these tasks result in the most efficient execution of ES2, including—

- Patrols.
- Interaction with the local populace.
- Tactical site exploitation.
- Tactical questioning and detainee handling.
- Operational liaison.
- Briefing, reporting, and debriefing.

1-13. Skills, education, and experience in cultural awareness; biometrics tools and applications; battlefield forensic support activities and tracking all directly enable the tasks that contribute to ES2.

PATROLS

1-14. The conduct of patrols and missions—whether for combat, reconnaissance, or logistics—provides opportunity to observe and elicit information. Soldiers and leaders must keep the purpose of the mission in mind even as they proceed to plan to obtain usable information to satisfy CCIRs. Planning to collect information in support of CCIRs contributes to the success of the unit's mission.

1-15. Reconnaissance patrols and presence and contact patrols, in particular, offer opportunity for Soldiers—whether task organized with infantry, human intelligence (HUMINT), civil affairs (CA), psychological operations (PSYOP), engineer, or other specialties—to specifically collect information related to the CCIRs or for situation development.

INTERACTION WITH THE LOCAL POPULACE

1-16. All Soldiers and civilians must understand how their daily observations feed into the bigger intelligence process and help create a more favorable environment for US success in a region. Interaction with the local populace enables Soldiers to obtain information of immediate value through conversation, helps build rapport, facilitates the commander's information engagement, and increases understanding the environment.

1-17. Whether interacting with the local populace to obtain information of immediate value, building rapport, or developing information concerning the environment, the Soldier interacts based on the unit's standing operating procedures (SOPs), rules of engagement (ROE), and the order for that mission including intelligence, surveillance, and reconnaissance (ISR) tasks derived from the CCIRs. Specific SOPs or ROE may limit who interacts with the populace and how by rank, duty position, or additional training.

1-18. Small-unit leaders must include specific guidance for interacting with the local populace and conducting operational liaison in the operations order (OPORD) for appropriate missions. The brigade and battalion S-2s and S-3s must provide appropriate specific guidance in the form of ISR tasks, down to company, troop, or battery level to help guide interaction with the local populace. This information that the Soldier reports as a result of interacting with the local populace and conducting operational liaison will be passed up the chain of command (some to the battalion S-2 and brigade S-2) and forms a vital part of planning and operations.

1-19. Interaction with the local populace never involves payment or reward from Soldiers or leaders to individuals for the information provided. Although it is appropriate to ask individuals or elements within the populace conversational questions – asking or tasking individuals within the populace to collect specific information constitutes source operations, and is prohibited for any Soldier not trained and certified to conduct source operations. (See **THE HUMINT COLLECTOR** below.)

1-20. The battalion S-2 should maintain a record of those persons within the AO with whom subordinate units interact on a regular basis. This record should be closely controlled and reconciled with the brigade combat team (BCT) S-2X records on a regular basis.

TACTICAL SITE EXPLOITATION

1-21. Tactical site exploitation are actions taken to ensure that documents, materiel, and personnel are identified, collected, protected, and evaluated in order to facilitate follow-on actions.

1-22. Site exploitation involves the search of a specific location or area to gain items of intelligence value. Locations may include apartments, buildings, multiple structures, compounds, or fields. Once a site has been cleared of enemy personnel, Soldiers will search for items of interest.

1-23. Captured enemy materiel (CEM) includes any equipment, documents, and materiel captured on the battlefield, surrendered by locals, or obtained as a result of raids, cordon and search, or other operations. Items of interest. All CEM are recorded on Part C of DD Form 2745 (Enemy Prisoner of War Capture Tag).

- A captured enemy document (CED) is any document that was in the possession of an enemy force that subsequently comes into the hands of a friendly force regardless of the origin of that document. Although documents may be seized by any Department of Defense (DOD) personnel, immediately forward the CED to the unit S-2 section, which will extract information of use to support current operations. CEDs can include—
  - Maps.
  - Propaganda materiel.
  - Phone records.
  - Photographs.
- Captured enemy equipment (CEE) includes all types of foreign and non-foreign materiel found on a detainee or on the battlefield that may have a military application or answer a collection requirement. CEE would include all electronic communication equipment with a memory card, including computers, telephones, Personal Digital Assistants (PDAs), and Global Positioning System (GPS) terminals, as well as all video or photographic equipment. Although materiel may be seized by any DOD personnel, immediately forward the CEE to the appropriate cell or unit for exploitation and analysis. CEE can include—
  - Computers and automated data processing (ADP).
  - Weapons.
  - Property that may be of intelligence value.

1-24. The exploitation of CEM, either CED or CEE, and other captured property is called document exploitation (DOCEX). DOCEX is the systematic extraction of information from all media formats in response to collection requirements.

TACTICAL QUESTIONING AND DETAINEE HANDLING

1-25. Tactical questioning is direct questioning by any DOD personnel of a captured or detained person to obtain time-sensitive tactical intelligence, at or near the point of capture or detention and consistent with applicable law. Captured or detained personnel or detainee refers to any person captured, detained, held, or otherwise under the control of DOD personnel (military and civilian or contractor employee) (DOD Directive 3115-09).

1-26. In addition to interrogations conducted by trained HUMINT collectors, commanders have access to a potentially valuable source of information through tactical questioning. Tactical questioning does not replace interrogation conducted by HUMINT collectors; in fact, depending on availability, HUMINT collectors at or near the point of capture best conduct tactical questioning. Tactical questioning is limited in duration and focuses on collecting information that will aid in filling out a detainee capture tag and answer job, unit, mission, priority question, and supporting information (JUMPS).

1-27. Soldiers routinely handle captured or detained personnel from the point of capture until the determination of the detainee's disposition. Often the number of detainees resulting from daily operations requires properly trained Soldiers to conduct tactical questioning in the absence of HUMINT collectors.

1-28. HUMINT collectors within an organization are the best trainers on the conduct of tactical questioning. Every Soldier can collect and report important information, which may answer an information requirement completely or cue a more focused collection by HUMINT collection elements. Whether satisfying a CCIR or not, information gained through tactical questioning adds to the commander's situational awareness and helps to provide a clearer picture of the AO.

OPERATIONAL LIAISON

1-29. It is completely appropriate and essential for leadership of US forces in a given AO to establish liaison activities with the leadership and important elements of the local population. Commanders and leaders at all levels normally conduct operational liaison. Operational liaison consists of contacts or intercommunication maintained between elements of military force, other agencies, or key leaders in an AO in the normal course of duties to ensure mutual understanding and unity of purpose and action.

1-30. During liaison activities leaders may obtain information of operational and intelligence importance. Following operational liaison meetings, the S-2 should debrief leaders. There are circumstances where leaders will be required to be interviewed by a command debriefing team as a part of their operational liaison. This will facilitate coordination between Army leaders that have developed rapport with key leaders in an AO and HUMINT operations thereby reducing the likelihood of multiple elements unnecessarily interacting with the same individuals and increasing efficiency by ensuring information is best exploited and processed into intelligence.

BRIEFING, REPORTING, AND DEBRIEFING

1-31. Briefings prior to departure include, at the least, an intelligence assessment or a detailed intelligence brief. Missions that may be considered routine, like convoy operations or presence patrols, may be preceded by an updated intelligence assessment including indicators of activity related to the CCIR. Planned raids, combat patrols, or patrols that will likely result in tactical site exploitation will be preceded by a more detailed intelligence brief, specific to the mission. This briefing will contain indicators related to the CCIR and instructions on handling CEM. In all instances, pre-mission briefings cover report guidance for observed information.

1-32. Soldiers should report through the chain of command all information collected by platoons in contact with the local population. Upon return from the mission, they should download photographs and lay out all material taken from the objective. Correspondence and information obtained during operational liaison is generally reported by debriefing.

1-33. Debriefing is the process of questioning US forces and DOD personnel returning from missions and patrols for information of value. Friendly force debriefing operations are the systematic debriefing of US forces to answer ISR tasks. Predictive intelligence is enhanced by analyzing what has been occurring within an AO. Debriefing also facilitates situational understanding of the OE. The purpose of a debrief is twofold:

- First, to analyze information concerning what occurred to determine why it occurred. This facilitates after-action reviews (AARs) as well as intelligence.
- Second, to analyze collected information to determine what will occur.

1-34. Once the platoon returns from the objective or site, a detailed debrief should begin. Everyone on the mission has a role to play in a debrief. A practical method for debriefing is to review all patrol actions chronologically. Leaders should not consider the mission complete or the personnel released until the debriefings and reporting are done. As detailed a sketch as possible should be made for visual reference of debriefed patrol areas.

1-35. Operational liaison presents an opportunity to quickly assimilate information provided by key individuals into the intelligence process. Leaders plan for debriefing, either by the S-2 or by a command debriefing team after completing one or more operational liaisons. Often, the information provided offers insight into the civil considerations of the AO, provides indicators associated with CCIRs, and illuminates the connectivity or disparity between the leadership of the local populace when compared to Soldier observations and interaction with the local populace.

THE HUMINT COLLECTOR

1-36. In contrast to operational liaison activities and routine interaction with the populace, military source operations (MSO) are limited specifically to selected, trained, and certified individuals. In the Army, only HUMINT, counterintelligence (CI) and other select personnel conduct source operations. In contrast to tactical questioning, only HUMINT and specifically selected, trained, and certified individuals conduct interrogation.

1-37. HUMINT is the collection of information by a trained HUMINT collector, from people and their associated documents and media sources to identify elements, intentions, composition, strength, dispositions, tactics, equipment, personnel, and capabilities. It uses human sources as a tool and a variety of collection methods, both passively and actively, to gather information to satisfy the commander's intelligence requirements and cross-cue other intelligence disciplines (FM 2-22.3).

> ***Note.*** HUMINT collectors specifically include enlisted personnel in military occupation specialty (MOS) 35M (97E), or warrant officers (WOs) in the 351M (351E) and 351Y (351C) career, and commissioned 35E and 35F officers, select other specialty trained MOSs, and their Federal civilian employee and civilian contractor counterparts. These specially trained and certified individuals are the only personnel authorized to conduct HUMINT.

1-38. MSO are operations directed toward the establishment of human sources who have agreed to meet and cooperate with HUMINT collectors for the purpose of providing information. Within the Army, trained personnel under the direction of military commanders conduct MSO. MSO consist of collection activities that utilize human sources to identify attitude, intentions, composition, strength, dispositions, tactics, equipment, target development, personnel, and capabilities of those elements that pose a potential or actual threat to US and coalition forces. MSO also develop local source or informant networks that provide early warning of imminent danger to US and coalition forces and contribute to the military decision-making process (MDMP).

1-39. Interrogation is the systematic effort to procure information to answer specific collection requirements by direct and indirect questioning techniques of a person who is in the custody of the forces conducting the questioning.

1-40. The S-2X carefully coordinates source operations with informant operations to ensure the appropriate vetting protection, and utilization to support intelligence or law enforcement. Military police and other investigatory agencies may develop informants and conduct informant operations to curb black-market or other criminal activities within the limits of applicable regulations and policies.

LEGAL CONSIDERATIONS

1-41. All tactical questioning to gain information from captured or detained personnel shall be conducted in accordance with applicable US law and regulation, international law, orders including fragmentary orders (FRAGOs), and other operationally specific guidelines.

> **EXTRACT FROM FM 2-22.3**
>
> All captured or detained personnel shall be treated humanely, and in accordance with the Detainee Treatment Act of 2005; DOD Directive 2310.1E, and DOD Directive 3115-09. No person in the custody or under the control of DOD, regardless of nationality or physical location shall be subject to cruel, inhumane, or degrading treatment or punishment.

1-42. The Geneva Conventions establish specific standards for humane care and treatment of enemy personnel captured, retained, or detained by US military forces and allies. All persons who have knowledge of suspected or alleged violations of the Geneva Conventions are obligated by regulation to report such matters through command channels or to designated individuals, such as the Staff Judge Advocate (SJA) or Inspector General (IG) if the person feels the chain of command itself is implicated.

1-43. Failure to report a suspected or alleged violation of the law of war may subject the service member to disciplinary actions. Violations of the Geneva Conventions committed by US personnel may constitute violations of the Uniform Code of Military Justice (UCMJ). Leaders are responsible for ensuring that their forces comply with the Geneva Conventions. If violations occur in the conduct of warfare, commanders bear primary responsibility for reporting the alleged violations to higher headquarters, investigating, and taking appropriate action with respect to the violators. Refer to AR 381-10 for further information on the reporting process for violations. Violations of Army regulation and US law concerning intelligence activities are also reportable within guidelines of AR 381-10.

1-44. If a leader or Soldier meets repeatedly with a person for the purpose of collecting foreign and military and military-related intelligence, then they may be inadvertently conducting source operations. When, during the course of operational liaison or interaction with the populace, this type of information is repeatedly discussed or collected, the S-2 or S-2X should be consulted for additional guidance. Activities that are strictly prohibited by any US Soldier or DOD civilian (except for trained HUMINT collectors) include—

- Paying a contact for information.
- Offering technology and equipment to a contact (for example, cameras, recording devices, other).
- Giving a contact a government-issued identification card.
- Referring to contacts as "sources."
- Establishing a "source" network.
- Tasking a contact to collect information.

THE NEED FOR SITUATIONAL AWARENESS

1-45. Every Soldier provides useful information and is an essential component to the commander's ability to achieve situational understanding. Every Soldier develops a special level of situational awareness simply due to exposure to events occurring in the AO and has the opportunity to collect information by observing and interacting with the local populace and environment. Soldiers serve as the commander's "eyes and ears" whether—

- Performing traditional offensive or defensive missions.
- Observing and reporting while patrolling.
- Manning a checkpoint or a roadblock.
- Occupying an observation post.
- Passing through areas in convoys.
- Participating in debriefings after missions or patrols.
- Doing anything that involves observing and reporting elements of the OE or activities of the population in the AO.

1-46. Soldiers are often the first to notice changes in the AO in which they work. Early identification of indicators safeguards other Soldiers and prompts more focused collection. An individual Soldier's situational awareness is valuable because it provides insight into the environment in which we operate. Often, the characterization of this environment is violent, uncertain, complex, and focuses on the asymmetric methods employed by the threat; and individual Soldier observations in the midst of an ongoing situation may provide a key piece of information. The increased situational awareness that Soldiers develop through personal contact and observation is a critical element of the friendly force's ability to more fully understand the operational environment.

1-47. Soldiers report the information they obtain which answers the specified and implied information collection tasks involved with the execution of their assigned mission. They also report potential indicators that analysts might be able to use to produce intelligence. See Table 1-1 for a list of potential indicators.

1-48. Leaders and Soldiers contribute to situational awareness and facilitate information collection and intelligence development through the tactical activities that contribute to ES2. Every day, in all operational environments, Soldiers talk and interact with the local populace and observe more relevant information than technical sensors can collect. Soldiers observe information of significant value for collection, processing, and integration into the intelligence process. By following the "plan, prepare, execute and assess" process as well as using the tools outlined in this manual and following legal boundaries, the observations provided by Soldiers will be a valuable contribution to the intelligence process and protecting the force. The Soldier will know the value of his contribution as future missions result from the information he provided.

Table 1-1. Potential indicators

<table>
<tr><th>SIGHT</th><th>HEARING</th><th>TOUCH</th><th>SMELL</th></tr>
<tr><td rowspan="3">A Soldier looks for—
• Enemy personnel, vehicles, and aircraft.
• Sudden or unusual movement.
• New local inhabitants.
• Smoke or dust.
• Unusual movement of farm or wild animals.
• Unusual activity or lack of activity by local inhabitants, especially at times and places that are normally inactive or active.
• Vehicle or personnel tracks.
• Movement of local inhabitants along uncleared areas, routes, or paths.
• Signs or evidence of enemy occupation or threat trends.
• Recently cut foliage or vegetation.
• Muzzle flashes, lights, fires, or reflections
• Amount and type of trash.</td><td>A Soldier listens for—
• Running engines or track sounds.
• Voices.
• Metallic sounds.
• Gunfire (by type of weapon).
• Unusual calm or silence.
• Dismounted movement.
• Aircraft.</td><td>A Soldier feels for—
• Warmth of coals and materials from fires.
• Freshness of tracks.
• Age of food or trash.</td><td>A Soldier smells for—
• Vehicle exhaust.
• Burning petroleum products.
• Cooking food.
• Age of food or trash.
• Human waste.</td></tr>
<tr><td colspan="3">OTHER CONSIDERATIONS:</td></tr>
<tr><td colspan="3">• Armed Elements: Location of factional forces, minefields, and potential threats.
• Homes and Buildings: Condition of the roofs, doors, windows, lights, power lines, water, sanitation, roads, bridges, crops, and livestock.
• Infrastructure: Presence of functioning stores, service stations, other.
• People: Numbers, sex, age, residence or DPRE status, visible health, clothing, daily activities, and leaders.
• Contrast: has anything changed? For example, are there new locks on buildings? Are windows boarded up or previously boarded-up windows now open, indicating a change of use of a building? Have buildings been defaced with graffiti?</td></tr>
</table>

Chapter 2

Plan and Prepare

That is the desired goal—to shed such a strong light in training that it will dispel much of the darkness of battles night.

—S. L. A. Marshall, MG (Ret)

SECTION I – PRE-DEPLOYMENT PLANNING AND PREPARATION

PRE-DEPLOYMENT PLANNING

2-1. Planning is the process by which commanders (and staff if available) translate the commander's visualization into a specific course of action (COA) for preparation and execution, focusing on the expected results. A plan is a continuous, evolving framework of anticipated actions that maximizes opportunities. It guides Soldiers as they progress through each phase of the operation. Any plan is a framework from which to adapt, not a script followed to the letter. The measure of a good plan is not whether execution transpires as planned but whether the plan facilitates effective action in the face of unforeseen events. Good plans foster initiative.

2-2. Planning starts prior to deployment, even in small units. Planning and preparing Soldier surveillance and reconnaissance begin with—

- Identifying the requirements within the anticipated AO.
- Assessing the unit's capabilities to meet those requirements.
- Developing a methodology to reduce or eliminate the shortfall between capabilities and requirements.

2-3. In addition to the tasks that contribute to ES2, training in cultural awareness, biometrics tools and applications, battlefield forensic support activities, and tracking can significantly enhance a unit's internal information collection and subsequent intelligence production. Cumulatively, small elements within company and battalion units, trained in specific tasks will exponentially increase the volume and quality of company information and battalion intelligence efforts.

2-4. Commanders and staff must determine how to task organize their element to best fulfill their requirements. Additionally, commanders anticipating requirements their unit cannot fulfill must consider requesting specialized or uniquely trained units. Assigning these units to the requesting organization is the best solution, but often specialized units are allocated to higher headquarters and are attached to requesting units based on availability and priority.

2-5. Prior to deployment commanders provide training guidance for those tasks that contribute to ES2 as well as the activities that enhance collection. Early identification of required education and training facilitates pre-deployment training.

2-6. In addition to identifying requirements and capabilities, planning to conduct Soldier surveillance and reconnaissance efficiently requires a concept of operations. Other than intelligence units, assigned intelligence personnel representation generally ends at the battalion echelon with the battalion intelligence staff. Battalion staffs must plan for the observation and reporting of information from patrols, logistics convoys, interaction with the local populace, and operational liaison from their subordinate units. Two techniques to provide better intelligence below the battalion echelon are to task organize intelligence personnel as intelligence support teams (ISTs) to company or platoon echelon, or to train company or platoon personnel in specific debriefing and basic intelligence recording and analysis techniques.

2-7. Commanders must establish a concept that will enable them to quickly and efficiently collect information from the AO, assess the quality of the information collected, report the information back for further analysis, and take further actions when appropriate.

PRE-DEPLOYMENT PREPARATION

2-8. Preparation consists of activities performed by the unit before execution to improve its ability to conduct the operation including, but not limited to, the following: plan refinement, rehearsals, surveillance, reconnaissance, coordination, inspections, and movement. Preparation creates conditions that improve friendly forces' opportunities for success; it facilitates and sustains transitions, including transitions to branches and sequels.

2-9. Preparation prior to deployment involves education and training. The tasks that contribute to ES2 and other enabling tasks often require training at temporary duty locations or from mobile training teams. Company and battalion success results from identifying as far in advance of the deployment as possible, the specialized training and skills some leaders and Soldiers will need to better enable the accomplishment of ES2 contributing tasks.

CULTURAL AWARENESS

2-10. Various regional situations change rapidly. Commanders and leaders strive to increase the level of cultural understanding in themselves and their subordinate staffs and units. Research prior to deployment should prepare a unit with at least a macro overview and sensitization to the culture in an AO. The more research focuses on the anticipated AO the better prepared the unit will be. It is imperative that Soldiers conduct research on the AO prior to deploying or encountering the local populace. Each AO will have different social and regional considerations that affect communications and can affect the conduct of operations. These considerations may include social taboos, desired behaviors, customs, and courtesies. Pre-deployment training at all levels ensures that personnel are properly equipped to interact with the local populace.

2-11. Cultural awareness provides an important knowledge prior to deployment. Soldiers must be aware of current events, especially those events that indicate the populace's feelings or intentions toward the US. This will facilitate a better understanding of the cultural, political, and socio-economic conditions that exist in the AO. The key is to think not like an American, but to think like the local population.

2-12. The following questions can help guide research in support of stronger cultural awareness:

- What is the geographical area?
- What natural boundaries or areas exist?
- What manmade boundaries or areas exist? What demographic affects the boundaries or areas (political, religious, social status)? What demographic controls each area? What demographics are competing for control within given areas?
- What languages are spoken?
  - Which language is the national language?
  - Which languages are the predominant languages?
- What political groups exist?
- Which political groups cooperate with each other?
- Which political groups do not cooperate with each other?
- What are the religious affiliations?
  - Which religions coexist peacefully?
  - Which religions exist in conflict with each other?
- What is the main industry?
- Is criminal enterprise a main employer?

- What industry could be functioning with the help of US forces?
- What is the typical education level?
- What are the differing social statuses?

BIOMETRICS TOOLS AND APPLICATIONS

2-13. Commanders must identify which biometrics tools are available and appropriate for their echelon and mission. Biometrics facilitates personnel identity, whether identifying known threat personnel, registering local nationals in support of access control, or supporting detainee accountability. Biometrics is the measurable physiological and behavioral characteristics that establish an individual's identity with certainty. Biometric modalities (such as fingerprints, facial images, and iris scans) have become a critical weapon in the war on terror, helping US and coalition forces identify insurgents and enemy forces. By collecting, storing, and accessing this data, US forces can share information among multinational forces, national, and international government agencies and organizations, and link an individual to past identities and activities, especially to criminal and terrorist acts.

2-14. In full spectrum operations we can expect adversaries to seek sanctuary among the local population, masking their true identity through false identification and the use of multiple identities. This allows the adversaries to conduct operations among the populace and reduces risk of detection. Accurately identifying these individuals conducting or associated with illicit operations requires positively associating individuals with contextual information (such as location, activity, equipment, and documents in their possession) with the threat activity. An individual not on a watch list who is a seemingly innocent bystander at an improvised explosive device (IED) detonation site may be released. If the same individual is present at a second IED site, but with a different set of identity papers, he is subject to further scrutiny.

2-15. Biometrics enables or supports the following activities:

- Identify an unknown individual during tactical operations.
- Locate a person of interest.
- Track a person of interest.
- Identify friendly force individuals.
- Manage local populations during military operations.
- Authorize access to privileges.
- Control physical access.
- Enable information assurance.
- Collect forensic evidence.
- Manage emergency situations during non-military operations.
- Share identity information.

BATTLEFIELD FORENSIC SUPPORT ACTIVITIES

2-16. Forensics is conducted by highly trained personnel, often using sophisticated tools and facilities. Battlefield forensic support activities are actions on the objective that facilitate site exploitation, cordon and search, and the overall collection effort. Leaders and Soldiers must be familiar with properly assessing, prioritizing, and processing a combat scene to preserve it for combat forensics collection. If leaders and Soldiers understand the basics on how to collect evidence, fingerprint, and properly document and photograph the location of significant activities, then they will know how to protect a site when a specialized element is available to exploit the site. In the absence of a specialized element, education and training will enable leaders to determine if and how to exploit the site, and Soldiers to execute the mission.

2-17. Current operations require Soldiers to act quickly, ignore distractions, and focus on the mission. Mission accomplishment and Soldier safety are the key objectives in the decision to conduct battlefield forensic support activities or tactical site exploitation.

TRACKING

2-18. Tracking is a type of reconnaissance. Tracking may be planned, but is often a result of combat or reconnaissance patrolling, tactical site exploitation, or an IED event. Although any trained Soldier can perform tracking, a tracking patrol is normally a squad-size, possibly smaller element. It is tasked to follow the trail of a specific individual or enemy unit in order to determine its composition, final destination, and actions en route.

2-19. Members of the tracking patrol look for subtle signs left by the subject as he moves. As the tracking element tracks, it collects information about the individual or enemy unit, the route taken, and the surrounding terrain. Normally, a tracking patrol avoids direct fire contact with the tracked unit, but in many instances, detention is a result of tracking an individual. Tracking patrols often use tracker dog teams to help them maintain the track.

SECTION II – DEPLOYED PLANNING AND PREPARATION

DEPLOYED PLANNING

INTELLIGENCE PLANNING

2-20. During the battalion's MDMP the commander identifies his priority intelligence requirements (PIRs). This information is critical to the commander's understanding of the threat, terrain, and civil consideration. The PIR forms the basis of the ISR plan. In addition to the PIR, friendly forces information requirements (FFIRs) are part of the CCIRs. The CCIRs are elements of information required by commanders that directly affect decision making and dictate the successful execution of military operations. CCIRs help commanders confirm or change their vision of the AO or identify significant deviations from it.

2-21. The staff incorporates CCIRs into the appropriate parts of the order. ISR tasks derived from the CCIRs may be tasked in the body of the OPORD or in Annex L. Reportable tactical information appears in the coordinating instructions when no specific unit is tasked to collect it, but all units are tasked to report it as observed. Identifying reportable information in the OPORD, and reviewing examples of tactical information during briefings, is particularly important at echelons company and below, as these echelons have the greatest opportunity to observe information on a routine basis.

PATROL PLANNING

2-22. Targeting and ISR planning as part of the MDMP often result in intelligence requirements that only patrols can answer. At company level commanders and leaders plan for patrols using the troop-leading procedures (TLPs) and the estimate of the situation. Through an estimate of the situation, leaders identify required actions on the objective (mission analysis), plan backward to departure from friendly lines, and forward to re-entry of friendly lines. The patrol leader may normally receive the OPORD in the battalion or company command post (CP) where communications are good and key personnel are available for coordination. Coordination is continuous throughout planning, preparation, execution, and assessment. Because patrolling units act independently, move beyond the direct-fire support of the parent unit, and operate forward of friendly units, coordination must be thorough and detailed.

2-23. The MDMP or TLP often identifies requirements to task organize elements for a specific patrol or series of patrols. Task organizing a patrol element to conduct actions on the objective is fundamental to Army operations. Task organizing to maximize efficiency in collecting information from a planned raid site, or resulting from a reaction to ambush, may become a standard in certain environments.

2-24. In addition to task organizing specific specialties to a patrol, it may be necessary to request or task organize specialties to a company or even a platoon on a long-term basis. Direct coordination between the staff and elements conducting a mission or patrol is preferred. In instances where units are to be employed away from a supporting staff, it may be necessary to task organize elements of the staff to the small unit to better facilitate coordination. This task organization provides subject matter expertise directly to the supported element, as well as creates an effective information conduit to the staff.

DEPLOYED PREPARATION

INTELLIGENCE PREPARATION

2-25. The S-2 constantly coordinates with the S-3 to ensure the utilization of patrols and collection assets in the most efficient manner to conduct ISR tasks. The coordination should include draft questions or topics that will facilitate planning interaction with the populace, operational liaison, and tactical questioning.

2-26. Because everyone is involved in the collection of tactical information, everyone must be aware of the CCIRs. All Soldiers who have contact with the local population, routinely travel within the area, or frequently attend meetings with local organizations must understand their responsibility to observe and report. A solider must be aware of the plan and procedures for reporting information that is of immediate relevance to the CCIRs.

2-27. The unit should be briefed on the reporting plan concerning what information needs to be immediately reported back to the S-2 versus waiting until the unit returns to be debriefed. The leader should plan for and brief the following:

- What information or observations are time sensitive?
- What format must the Soldier use to facilitate information reporting?
- Who will be responsible to receive the information?

2-28. Intelligence coordination also includes:

- Identification of threat elements.
- Weather and light data.
- Terrain update.
- Aerial photographs.
- Trails and obstacles not on a map.
- Known or suspected threat locations.
- Weapons.
- Threat probable COA.
- Recent threat activities.
- Local population.
- Update to CCIRs.

CULTURAL AWARENESS AND CIVIL CONSIDERATIONS

2-29. Cultural awareness provides a general knowledge prior to deployment. But knowledge of specific behaviors within an area is more fully understood after deployment. Commanders, leaders, and Soldiers must have a refined understanding of the local populace. The pre-deployment research facilitates identifying nuances within given AOs. Understanding the civil considerations of an AO is a long-term effort but ultimately can result in securing neutrality and eventually gaining the support of the local populace.

2-30. Competing influences that are more relevant to the specific population within the AO result in the modification of expected norms learned prior to deployment. The sooner leaders and Soldiers understand the truth on the ground, the sooner they can effectively assess the civil considerations and leverage those cultural nuances.

2-31. Collection of tactical information consists of becoming familiar with the surroundings to include people, infrastructure, and terrain, as well as recognizing change in that environment. Like a police officer "walking the beat" in a neighborhood day after day, leaders and Soldiers at all ranks and echelons must be able to recognize that something has changed and, if possible, why. Even if the Soldier cannot determine why something changed, reporting that there has been a change can be critical to operations.

2-32. Key events and historical dates as well as the meaning of key events and historical dates to the populace within an AO are important to review and discuss. Leaders and Soldiers must maintain an awareness of these cultural considerations and the anticipated attitudes of the populace during these events. Likewise, current events may dramatically alter the perceptions and attitudes of the populace. Observing the change is the first step in confirming or denying why there is change. When change occurs for no apparent reason, observed details can provide a critical indicator that an analyst can identify.

PATROL PREPARATION

2-33. Each mission is conducted for a definite purpose. Whether the patrol is organized for combat or reconnaissance or a logistics package operation, these missions provide critical information about the OE. Leaders and Soldiers must keep the purpose of the mission firmly in mind even as they prepare the means to obtain and report usable information.

2-34. Whether briefed by the S-3, commander or platoon leader, the patrol leader is provided a clear task and purpose of the patrol. Patrols that depart the main body with the clear intent to make direct contact with the enemy are *combat patrols*. Those patrols that depart the main body with the intention of avoiding direct combat with the enemy while seeking out information or confirming the accuracy of previously collected information are *reconnaissance patrols*. Although combat patrols can result in the collection of information, the main focus of reconnaissance patrols is to collect information. The patrol leader must ensure that he understands the commander's expectations as well as how the patrol fits within the higher unit's concept of operation. Failure to do so can result in collecting information that serves no purpose for the commander.

2-35. To maximize the effectiveness of every member of the patrol as a sensor, the patrol leader ensures that the patrol understands the specific requirements and the purpose of the mission. The patrol's mission is complete once the collection and reporting of information to the appropriate headquarters are accomplished. The dissemination of information collected to all members of the patrol increases the likelihood of the information being accurately reported should the patrol suffer casualties.

2-36. Leaders and Soldiers contribute to the preparation by having an understanding of the unit's concept of operations, the CCIRs, and the risks faced. Planning and preparing questions for tactical questioning and interacting with the local populace prior to the patrol will enhance the quality of information collected. Leader and Soldier activities such as patrol coordination, patrol briefings, ROE review, and risk assessment that take place upon receiving the operations plan (OPLAN), OPORD, or warning order (WARNO) will improve the unit's ability to execute tasks or missions and survive on the battlefield. Often the determination of success in observation, tactical questioning, and interacting with the populace is determined before the Soldier goes on the mission.

PATROL COORDINATION

2-37. Leaders should use checklists to avoid omitting any items vital to accomplishing the mission. For example, while one unit provides security after a prolonged urban battle with insurgents, another is tasked to conduct food distribution and support medical assistance in the aftermath. Figure 2-1 is an example checklist to use during the preparation.

MISSION CHECKLIST	
_____	Review higher headquarters guidance regarding support to foreign humanitarian assistance (FHA) activities in-theater.
_____	Integrate PSYOP, CA, and Public Affairs (PA) information campaigns to inform the civilian infrastructure and encourage popular support of humanitarian efforts.
_____	Maintain awareness of the security environment.
_____	Understand that even in a permissive environment, non-threatening means, such as demonstrations, may be employed to impair credibility or to reduce the effectiveness of US military activities (see JP 3-07.6 and FM 3-05.40).
_____	In a hostile environment, employ sufficient forces to safeguard the populace, defend the perimeter, escort convoys, screen the local populace, and assist in personnel recovery operations.
_____	Understand that host nation (HN) authorities or threat may use FHA and disaster relief as a tool for political gain.
_____	Assess, monitor, and report the impact of the history and infrastructure of the tactical area on FHA activities.
_____	Assess, monitor, and report the impact of FHA activities on the future and infrastructure of the tactical area.
_____	Assess, monitor, and report the impact of the populace on FHA activities.
_____	Assess, monitor, and report the impact of FHA activities on the populace.
_____	Assess, monitor, and report the effectiveness of FHA activities.

Figure 2-1. Sample mission checklist

ADJACENT UNIT COORDINATION

2-38. Immediately after the OPORD or mission briefing, the leader should check with other platoon or squad leaders who will be operating in the same areas as well as quick reaction force (QRF) elements. If the leader is not aware of any other units operating is his area, he should check with the S-3 during the operations coordination. The S-3 can help arrange this coordination if necessary. The leader should exchange the following information with other units operating in the same area:

- Identification of the unit.
- Mission and size of unit.
- Planned times and points of departure and re-entry.
- Routes.
- Fire support and control measures.
- Casualty evacuation.
- Frequencies and call signs.
- Recognition signals and pyrotechnic plan.
- Challenge and password, running password, number combination.
- Any information that the unit may have about the enemy.

PATROL BRIEFING

2-39. An OPORD is a directive issued by a leader to his subordinates in order to effect the coordinated execution of a specific operation. A 5-paragraph format shown in Figure 2-2 organizes the order, ensures completeness, and helps subordinate leaders understand and follow the order. Leaders should use a terrain model or sketch along with a map to explain the order. The leader briefs his OPORD orally utilizing the 5-paragraph format.

2-40. Leaders must check with their unit SOP to see if there are additional checklists or procedures that must be followed. In addition to the intelligence and operations staff, the patrol leader will often coordinate directly with other staff sections as appropriate. In other cases, staff information and coordination relative to a patrol is conveyed through the company commander or platoon leader. Failure to coordinate increases the risk of fratricide and may waste limited resources. The leader, to keep from overlooking anything that may be vital to his mission, may carry copies of these checklists. Refer to the FM 3-21.8 for additional information concerning small-unit patrols, orders, and checklists formats.

TACTICAL SITE EXPLOITATION PREPARATION

2-41. Tactical site exploitation is either planned or hasty. Preparation for a planned site exploitation involves detailed intelligence as part of the order. A planned site exploitation allows for rehearsals concerning the actions on the objective based on expected data, information, or evidence. Proper handling is rehearsed and specialized elements which can include explosive ordnance disposal (EOD), weapons intelligence team (WIT), engineers, HUMINT collection team (HCT), criminal investigation division (CID) interagency, or multinational support are coordinated. Specialized units may be attached to the element conducting the mission or be tasked with an on-order mission to support the tactical site exploitation.

2-42. Hasty tactical site exploitation is often the result of an ambush, sniper, or IED event. Hasty ambushes or raids could also be the result of tactical information that is deemed reliable and must be acted on immediately. In this instance, the tactical information is often the “last piece in the puzzle” and is validated by current intelligence. Unit SOPs, previous education, training, and experience will determine the extent that individual units will perform site exploitation during actions on the objective.

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1. **SITUATION**. Ensure you have complete and recent information on the three forces: enemy, friendly, and attachments and detachments. By explaining the status of all of these forces, it will give the Soldier a better situational awareness of what organizations are in their AO (both enemy and friendly). This will assist the Soldier in planning and preparing for the mission.

2. **MISSION**. When preparing to brief the mission, the 5 W's must be included: Who, What, Where, When, and Why. A Soldier will have a more clear picture of what he is expected to observe and report on when he is fully aware of the mission.

3. **EXECUTION**. Execution is briefed as concisely as possible, since briefing lengthy paragraphs may mask valuable details the Soldier needs to know. The concept of operations will explain how the unit will accomplish the mission from start to finish through an explanation of the maneuver and fires support. Through this section, the Soldier will see where his unit falls into place in the bigger scheme of the mission. If support is needed in handling detainees, Soldiers should know what units are supporting them from this paragraph.

4. **SERVICE SUPPORT.** Leaders should ensure that Soldiers are aware of the detainee handling method and where the collection point is located. This paragraph also draws attention to medical evacuation and hospitalization for both friendly and enemy personnel, which is essential for situational awareness.

5. **COMMAND AND SIGNAL.** This paragraph states where the command and control facilities and key leaders are located during the mission. Soldiers must be aware of who is in command in the event that a key leader is indisposed. Leaders must ensure Soldiers are aware of signal items such as signal operating instructions (SOIs), communication methods, code words, and recognition signals. The knowledge in Paragraph 5 will enable Soldiers to effectively communicate internally and externally.

Figure 2-2. Patrol briefing format

OPERATIONAL LIAISON PREPARATION

2-43. Preparation for operational liaison includes reviewing biographical and historic information on the person or persons involved in the liaison (counterpart). The purpose of liaison is to ensure mutual understanding and unity of purpose and action between US force leaders and their counterpart. Awareness of the goals and expectation of a liaison counterpart, as well as obstacles and enablers of those goals, will facilitate discussion.

2-44. Army leaders are sensitive to the information requirements necessary for military decisions within their AO. Operational liaison is an activity that can easily breach the threshold of HUMINT collection, specifically MSO. A key difference between MSO is the latter involves intent to elicit information from a source by a specific collection plan or methodology; and depending on the relationship, an authority to task the source. Operational liaison involves no tasking authority and is not intended as a means to purposely collect threat information from a counterpart. However, when a counterpart offers this information it is discussed to its logical conclusion and must be provided to the S-2 or command debriefing team.

RULES OF ENGAGEMENT

2-45. In order to protect units, leaders and Soldiers must be aware of the ROE in effect for the region in which they are operating. Operational requirements, policy, and law define the ROE. ROE always recognize the right of self-defense, the commander's right and obligation to protect assigned personnel, and the national right to defend US forces, allies, and coalition participants against armed attack. The Joint Chiefs of Staff standing ROE provide baseline guidance (see CJCSI 3121.01B).

2-46. The standing ROE may be tailored and supplemented for specific operations to meet the commanders' needs. Effective ROE are enforceable, understandable, tactically sound, and legally sufficient. Further, effective ROE are responsive to the mission and permit subordinate commanders to exercise initiative when confronted by opportunity or unforeseen circumstances.

2-47. At corps, division, and brigade levels the ROE can be found in Appendix E to the OPORD or OPLAN. Examples of ROE that a Soldier may encounter are—

- Soldiers may not cross a specific geographic boundary.
- Male Soldiers may not handle female detainees.
- Soldiers may not enter places of worship.
- Soldiers may not attack or shoot at specific buildings.

2-48. Planning and preparation are both leader and Soldier functions. Leaders must be aware of the commander's intent in order to synchronize forces and resources. In complex tactical environments, leaders and Soldiers must utilize more time for preparation. Planning and preparation create conditions within which friendly forces improve their chances for operational success. Situational awareness can change as new information is received. As situational awareness changes, leaders must apply judgment to determine the significance of the changes and the possible effects on the operation.

RISK MITIGATION

2-49. A sustained Army force presence promotes a secure environment in which diplomatic and economic programs designed to reduce the causes of instability can succeed. This presence can take the form of forward basing, forward deploying, or pre-positioning assets. Army force presence often keeps unstable situations from escalating into war. Daily contact within the AO can enhance a favorable view of our military force throughout the population while providing an opportunity to collect information. The sustained presence of strong, capable ground forces is the most visible sign of US commitment—to allies and adversaries alike.

2-50. With prolonged Army force presence the degree of contact with the population increases. As this happens, so too should the quantity and quality of collected information increase. In many instances, there is a risk to the unit inherent with increased exposure to the local population. The risk to the unit must be balanced with the need to collect information and to protect the force as a whole. The deployment and use of patrols may be severely curtailed by legal restrictions, ROE, Status of Forces Agreements (SOFAs), threat conditions determined by higher headquarters, and the unit's own threat assessment.

2-51. The unit's situational awareness contributes to mitigating risk. That situational awareness is enhanced by quickly passing information through intelligence channels for consolidation. Units must plan and rehearse to readily react to any situation and take appropriate actions to develop or withdraw from difficult situations. Units must also plan and rehearse to observe and report information. It may become necessary to request assistance from higher or adjacent units, for example, adequate communications equipment is critical.

2-52. Army forces execute full spectrum operations in complex environments with many detailed operational considerations. All operations include risks. Leaders and Soldiers must report information that will relate specifically to each of these operational considerations in order to facilitate risk mitigation and operational efficiency. Observations concerning the introduction of CBRNE hazards, new instances of displaced civilians, emergence of new threat and new threat weapons, techniques, and procedures warrant immediate attention because they may significantly affect operations.

Chapter 3

Execute

Tactical questioning should not be confused with HUMINT operations and does not include running sources— that is dangerous in many ways.

—BG James A. Marks (Ret), USAIC&FH

3-1. Execution is putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions. Execution also requires leaders to build and maintain momentum by continuously assessing and synchronizing operations.

3-2. When executing the tasks that contribute to ES2, all the prior planning and preparation falls into place. This chapter introduces utilizing an interpreter and addresses the execution of-—

- Interacting with the local populace.
- Tactical site exploitation.
- Tactical questioning and detainee.
- Operational liaison.
- Reporting and debriefing.

WORKING WITH INTERPRETERS

3-3. Interpreters are often an integral part of patrols, essential to communication with foreign populaces, and in conducting operational liaison. Even in instances where Army leaders or Soldiers speak the target language, or when the foreign populace or liaison counterpart speaks English, an interpreter may be aware of nuances in body language, spoken language, or variations in and around the discussion area.

3-4. Interpreters must be assimilated as much as possible into the unit or element they are supporting. The more an interpreter is worked, the clearer his capabilities and limitations become. A more comprehensive discussion is contained in Appendix B, but the following is a brief list of considerations when utilizing an interpreter:

- Tell the interpreter what you expect of him, and how you want him to do it.
- Tell the interpreter exactly what you want translated. The interpreter should translate all conversations between you and the individual without adding anything on his own.
- Just as questioning should be conducted in such a way as to disguise the true intent of the questioning from the source, do not reveal intelligence requirements (FFIRs, information requirements [IRs], or essential elements of friendly information [EEFI]) to the interpreter.
- Brief the interpreter on actions to take at the halt or in the event of enemy contact.

INTERACTING WITH THE LOCAL POPULACE

KEY CONSIDERATIONS FOR VERBAL COMMUNICATION

3-5. There are elements of communication to consider that can make a conversation more effective and productive. Each AO will have different social and regional considerations that affect communications and can affect the conduct of operations. These may include social taboos, desired behaviors, customs, and courtesies. Leaders must include this information in pre-deployment training at all levels to ensure that Soldiers are properly equipped to interact with the local populace. Soldiers must also keep in mind safety considerations and possible dangers associated with their actions. Soldiers must—

- Know as much as possible about the local culture and a few phrases in the local language.

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- Be knowledgeable of and understand local customs and courtesies (for example, male Soldiers not speaking to women, female Soldiers not speaking to men).
- Be careful of your body language.
- Approach people in normal surroundings to avoid suspicion.
- Be friendly and polite.
- Remove sunglasses when speaking to those people with whom you are trying to create a favorable impression.
- Know the threat level and force protection measures in your AO. If security conditions permit, position your weapon in the least intimidating position as possible.
- Know the threat level to determine how long a patrol is able to remain in a particular location.

3-6. Leaders and Soldiers must be mindful of generation and social-status gaps when questioning the local populace. In many cultures, the oldest member of the community will only speak with another person of similar age. The highest ranking military officer may not necessarily be the oldest member of the unit. In this instance, it may be more effective to send the oldest member of the unit versus the highest ranking member of the unit to speak with a local elder. Leaders and Soldiers must be able to identify those members of the community that will yield the most reliable information. In some instances, the most unbiased information may be provided in statements or actions of children.

3-7. Personal observation of the individual not only for recognition but also for condition of the clothing, or uniform, rank and insignia, and any observable behavior may give clues as to how they will initially react. Also pay attention to their interaction with each other (two or more people in a vehicle, for example). By observing the individual's mental and physical condition, a determination can be made as to the best posture to assume when conversing with this individual. If the person keeps looking around and has a worried look on his face he may be afraid to be seen with Army forces. Terminating the conversation may be an option if the individual does not appear to be a threat.

QUESTIONS

3-8. Asking questions is the best way to open and maintain a conversation. A Soldier must establish a rapport first before asking direct questions about the mission. Questions that open the lines of communication should center on the accepted "small talk" in that culture. For example, a simple question about family, work, or hobbies allows a person to talk freely since the topic is nonthreatening and one that they know about. By creating a conversational tone, these nonpertinent questions can help transition to topics more closely related to the collection requirement, often without the person realizing that the topic has changed.

3-9. Try to use open questions that cannot be answered "yes" or "no." An open question is a basic question normally beginning with an interrogative (who, what, where, when, how, or why) and requires a narrative answer. They are brief and simply worded to avoid confusion. Example: "When was the last time an enemy patrol passed through here?" is a better question than "Have you seen the enemy?" The better question requires a narrative response and requests specific elements of information. Well-crafted open questions—

- Are broad in nature and serve as an invitation to talk – They require an answer other than "yes" or "no."
- Result in the individual being allowed freedom in answering – They do not offer a forced choice such as "Was the man tall or short?" Not only could the answer to that be confusing but it does not allow for responses such as "average height," "medium," or other descriptive responses.
- Encourage discussion – Let the person you are talking to know that you are interested in his opinion or observations.

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- Allow the individual to talk and the Soldier to listen and observe – While the person is answering, you have the opportunity to look for signs of nervousness or other non-verbal communication.
- Pose no or little threat to the individual – Not all questioning is targeted at information collection. Asking questions about neutral or “safe” topics can help build rapport.

3-10. Be subtle throughout the conversation. Remember to be social but respectful at all times. The respect, attention, and trust of an individual will not be gained simply by rattling off a series of questions and writing down the responses.

EXAMPLE QUESTIONS

3-11. The following basic list of example questions can be modified based on the mission, unit guidance, and the situation:

- What is your name (verify this with identification papers and check the Detain/Of Interest/Protect Lists)?
- What is your home address (former residence if a dislocated civilian)?
- What is your occupation?
- Where were you going (get specifics)?
- Why are you going there (get specifics)?
- What route did you travel to arrive here?
- What obstacles (or hardships) did you encounter on your way here?
- What unusual activity did you notice on your way here?
- What route will you take to get to your final destination?
- Who do you (personally) know who actively opposes the US (or multinational forces)? Follow this up with "who else?" If they know of anyone, ask what anti-US (multinational force) activities they know of, where they happened, and similar type questions.
- Why do you believe we (US or multinational forces) are here?
- What do you think of our (US or multinational force) presence here?

3-12. These questions may seem broad, when in fact they are pointed and specific. They do not allow the person being questioned room for misinterpretation or the chance to give a vague or misleading answer.

3-13. Always keep the questions pertinent to the mission and report the answers per unit guidance. Information of critical tactical value does no good if it remains in one place or if it arrives after the battle or the event.

MAINTAINING THE CONVERSATION

3-14. Once a conversation is established, it can be maintained using some common techniques:

- Avoid use of military jargon and American specific jargon, especially with civilians.
- Be prepared to discuss your personal interests (hobbies, books, travel).
- Be sensitive to your body language.
  - Smile as long as it is appropriate.
  - Avoid sitting with your arms crossed.
  - Do not show the bottom of your feet in an Arabic culture.
  - Keep your hands away from your mouth.
  - Lean forward and nod.
  - Make frequent eye contact (if culturally appropriate).
- Use the person's name, position title, rank, and/or other verbal expressions of respect.

- Avoid judging the person by age, gender, or appearance by US standards; instead, consider those of the specific culture.
- Use humor carefully! Some cultures consider excessive humor to be offensive or a sign of deceit.
- Understand and take into account the significance of holidays and religious days or times of the day or week.
- Keep your body posture relaxed, but alert.
- Remember, a person's favorite topic is himself.
- Have a second person listen to the conversation and later compare what you heard for accuracy of recall and to take notes (but not blatantly).

Note. Caution must be applied when meeting repeatedly with any one individual. If an opposing force or enemy faction observes a local meeting with you repeatedly, the local's life and yours may be put into danger. Any ongoing relationship with a local who provides information must be reconciled with the BCT 2-X. Report repeated contacts with the same individual immediately to your S-2 who will contact the BCT S-2/S-2X for appropriate action. Some repeated associations may be more appropriately handled by trained HUMINT or CI personnel.

Scenario

An infantry commander used his commander's discretionary funds to repeatedly pay an individual for information on who was responsible for emplacing IEDs along a main supply route. The individual continued to meet with members of the unit and was not processed and protected through the HUMINT operations cell. After repeated meetings, the individual was found murdered; this put the individual's family in grave danger and jeopardized any future potential HUMINT sources in the area.

TACTICAL SITE EXPLOITATION

CAPTURED ENEMY DOCUMENTS

3-15. A CED is defined as any piece of recorded information obtained from the threat. This section explains CEDs and how to handle and tag them.

3-16. Units regularly exploit sites in a hasty manner because of contact with an armed force, because of something suspicious, or after being informed of something warranting a hasty assault or raid rather than continuing with their current mission. In these instances CEDs are handled in a manner that protects the intelligence value of the information.

3-17. Ideally, the handling of CEDs achieves an evidentiary standard; that is, collected, recorded, and stored in such a manner as to prevent contamination and ensure a strict chain of custody from point of capture until storage. This level of detail would facilitate the criminal prosecution of those associated with the material. This standard is not readily achievable unless planning a raid specifically includes augmentation of HCTs, or other specialized personnel, such as translators.

3-18. The S-2 provides specific guidance for the handling of the captured item and what items to collect. Patrol planning and coordination ensures that Soldiers understand the procedures for handling specific CEDs. In other instances, the S-2 is contacted to provide handling instructions. Soldiers may be instructed to transport the captured material or wait for the arrival of a specialized team.

3-19. CEDs generally are created by the enemy, but they can also be US or multinational forces documents that were once in the hands of the enemy. CEDs can be valuable sources of information, at times giving more information than a person being questioned. Additionally, CEDs do not suffer from memory loss nor can they resist interrogation. CEDs can provide crucial information related to answering the commander's PIRs or even be exploited to put together smaller pieces of an overall situation. Often CEDs are used by HUMINT collectors as part of their preparation to interrogate an enemy prisoner of war (EPW) or question a detainee. There are proper ways to handle CEDs so they can be sent forward for document exploitation (DOCEX). Mishandling a document could result in the loss of valuable information.

3-20. CEDs can be found almost anywhere. Some locations include abandoned training sites, old enemy command posts (CPs), deceased persons, cafes, town squares, or in the possession of EPWs/detainees. The media for CEDs can be written or typed material, drawings, plaques, audio, and/or video recordings, computer disks, and reproductions of those media. There are three types of CEDs:

- Official: Items of governmental or military origin (overlays, field orders, maps, field manuals, reports).
- Identity: Personal items such as cards, books, passports, and drivers license.
- Personal: Documents of a private or commercial origin (letters, diaries, photographs, flyers posted in cities and towns).

3-21. Determining what to do with a CED once it has been reviewed is as important as its discovery. There are three primary actions one can take with a CED:

- CONFISCATE the items with no intent on returning them. This includes all official documents.
- IMPOUND the items with the intent of returning them eventually. This would include high dollar value items and personal documents that contain military information.
- RETURN the items to the owner upon examination. These include identification documentation and personal documents that do not contain military information.

3-22. Every confiscated or impounded CED must be tagged and logged before being transferred through the appropriate channels to an exploitation element. The tag contains the specifics of the item and often associating the item to an individual. The log is a simple transmittal document used to track the transfer of CEDs between elements. The team or element leader is responsible for creating the initial CED log. Maintaining an accurate log facilitates the criminal prosecution of a detainee.

CAPTURED ENEMY EQUIPMENT

3-23. As with CEDs, ideally, the handling of CEE achieves an evidentiary standard; that is, collected, recorded, and stored in such a manner as to prevent contamination and ensure a strict chain of custody from point of capture until storage. This level of detail would facilitate the criminal prosecution of those associated with the materiel. This standard is not readily achievable unless planning a raid specifically includes augmentation of WIT, TECHINT, EOD, or other specialized personnel.

3-24. Units regularly exploit sites in a hasty manner because of contact with an armed force, because of something suspicious, or after being informed of something warranting a hasty assault or raid rather than continuing with their current mission. In these instances CEE are handled in a manner that protects the intelligence value of the information.

3-25. CEE includes any equipment materiel and documents captured on the battlefield, surrendered by locals, or obtained because of raids, cordon and search, or other operation. Proper handling of CEE can result in TECHINT personnel being able to identify a new piece of equipment or major weapon modification in the AO. This information can be exploited to determine if the item represents an advantage for the enemy. Preservation of settings on captured radio equipment may also allow TECHINT analysts to better exploit enemy signals. Materiel captured with detainees may also benefit interrogators in exploiting their knowledge.

3-26. CEE in the possession of detainees will be confiscated and generally evacuated with them in intelligence channels until the detainees have been processed into an internment facility.

3-27. In accordance with the factors of mission, enemy, terrain and weather, troops, time available, and civil considerations (METT-TC) a WIT, technical intelligence (TECHINT), EOD, or other specialized team may move to the location of the item at the capture site or wait for evacuation of the item before conducting exploitation. Onsite exploitation determines whether further processing is required. If so, the items are sent to the first (or nearest) Captured Materiel Exploitation Center (CMEC).

3-28. CEE must be properly documented in order that it can be handled correctly. DD Form 2745 is used for this purpose. Tag equipment with Part C of the Capture Tag. If there is no Capture Tag available, the capturing unit must affix a durable field-expedient tag containing the following information:

- Date and time of capture.
- Name/Rank/Service Number of detainee the materiel was taken from (if applicable).
- Unit of assignment of the equipment or materiel.
- Capturing unit.
- Location of capture (be specific).
- Description of equipment or materiel.

3-29. CEE must be protected from loss or damage during evacuation. Some smaller items may be subject to pilfering or souvenir hunting and should be safeguarded accordingly. Care must be taken that CED tags are not removed or lost during transit.

3-30. If CEE is determined to yield no immediate tactical intelligence value, it may still be evacuated to the scientific and technical intelligence (S&TI) centers in the continental United States (CONUS) for further analysis if the systems represent a change in the technological posture of an enemy. Soldiers will arrange for evacuating and safeguarding CEE according to unit SOPs, OPORDs, or specific guidance received.

3-31. In addition to the Capture Tag, unit SOPs may require the use of a DA Form 4137 (Evidence/Property Custody Document) for accountability of materiel during transportation. See AR 195-5 for complete instructions on the use of DA Form 4137.

CAPTURED ENEMY DOCUMENT TAG

3-32. The capturing unit is responsible for the CED tags. Every CED must be tagged. A complete and accurate tag must be attached to the CED. This tagging is invaluable in the event a trace for missing documents becomes a necessity or if a DOCEX facility needs to contact the capturing unit. Prior to planned raids administrative information can be filled out to expedite actions on the objective.

3-33. While the information required is formatted, any durable field-expedient material can be used as a CED tag if an official tag is not available. Ensure that the writing is protected from the elements by covering with plastic or transparent tape. The importance of the tag is that it is complete and attached to the CED it represents. The following information, at a minimum, should be recorded on a CED tag. Instructions for filling out the tag are discussed below. (Appendix A contains a blank DD Form 2745, which is a 3-part Capture Tag used for detainees. The lower portion of the Capture Tag is also used to tag CEDs and CEE.)

- Nationality: If other than the United States, spell out the country of origin of the unit that captured the CED.
- DTG: Date-time group of capture.
- Place: Include a 6-, 8-, or 10-digit grid coordinate with a description of the location of capture.
- Identity: Define where the CED came from, its owner, other.
- Circumstances: Indicate how the CED was obtained
- Description. Include a brief description of the CED. Enough information should be annotated for quick recognition.

TACTICAL QUESTIONING AND DETAINEE HANDLING

TACTICAL QUESTIONING

3-34. Leaders must include specific guidance for tactical questioning in the OPORD for appropriate missions. The brigade and battalion S-2s and S-3s must provide appropriate specific guidance in the form of ISR tasks down to company, troop, or battery level to help guide tactical questioning. This information that the Soldier reports as a result of tactical questioning will be passed up the chain of command (some to the battalion S-2 and brigade S-2) and forms a vital part of planning and operations.

3-35. When conducting tactical questioning, it is imperative that the provisions of the Geneva Conventions (FM 27-10) be followed at all times. When possible, obtain as much information as needed through tactical questioning in order to exploit perishable information (for example, another insurgent operation occurring at the same time, the current location of a known HVT). Personnel talked to are not to be mistreated in any way:

- **DO NOT—**
  - Pay money or compensate for information.
  - Attempt to force or scare information from noncombatants.
  - Attempt to recruit or task someone to go seek out information.
  - Issue government equipment or identification in exchange for information.
  - Refer to personnel questioned as “sources.”
  - Establish a “source network.”
  - Ask questions of noncombatants in an area where the questioning puts the noncombatant in danger. Be discreet, but not so discreet that you attract attention.
  - Ask questions that make your unit’s mission or information requirements obvious.
  - Take notes in front of the person after asking the question.
  - Ask leading questions. Leading questions are phrased in a way to invoke a particular answer, not simply a yes or no answer. Leading questions allow the individual to answer with a response he or she thinks you want to hear, not necessarily the facts. For example, “Is Group XYZ responsible?”
  - Ask negative questions. Negative questions are questions that contain a negative word in the question itself such as "Didn’t you go to the warehouse?”
  - Ask compound questions. Compound questions consist of two questions asked at the same time; for example, “Where were you going after work and who were you to meet there?”
  - Ask vague questions. Vague questions do not have enough information for the person to understand exactly what you are asking. They may be incomplete, general, or otherwise nonspecific and create doubt in the person’s mind.
  - Mention that they may be interrogated later or try any other “scare tactic.”
  - Give comfort items to EPWs/detainees. . . they are not your guests.
  - Inform them of their rights; someone else will handle that task.
- **DO**—
  - Ask only basic questions as described in this section.
  - Move detainees to a detention facility as quickly as possible.

VIETNAM—FIELD INTELLIGENCE

In the battle of Bu Gia Map fought in May 1966, a reinforced battalion from the 101st Airborne Division engaged for two days against a large enemy force one day's march from the Cambodian border. By making the wisest possible use of supporting artillery and air power, the commander destroyed the greater part of an NVA battalion. It was a resounding victory.

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Yet it pivoted altogether on a persistent questing for intelligence by men in the unit at the time of the operation. To begin, the battalion had no target of real promise, and after the first few days of searching the mission seemed futile.

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The commander stressed one thing above all else: "We must get prisoners." The first night ambushes succeeded in taking one NVA private alive, but he was emotionally overwrought and his information proved of no great value. An ambush patrol on the second night struck pay dirt and captured another NVA Soldier. This POW was sick from malaria. The battalion commander's philosophy was "treat POW's as nicely as possible." For this "gentle" treatment of prisoners had paid off before. After the prisoner had received medication, warm blankets, and food, he sang like a canary, located his unit on the map, and volunteered to lead a force there. Through no fault of his, when the friendly forces surrounded his unit's camp, they found it abandoned. The bird had escaped the cage minutes before. On the fourth day, with the commander still pressing his men to "take them alive," a patrol wounded and captured an NVA sergeant. He described the enemy force that lay in ambush directly to the westward and gave the location of the fortified hill as being one kilometer away—a position until then unsuspected. The capture had occurred on a new trail leading to the defended hill. The success of the expedition turned on this one small event.

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The besetting problem in Vietnam is to find the enemy. It is like hunting for the needle in the haystack only if the unit commander views it as a task primarily for higher levels and does not have all of his senses and all of his people directed toward systematizing the search so that it will pay off. His scout elements are only a first hold on the undertaking; they probe over a limited area of a large countryside prolific with cover and natural camouflage. Out of their truly productive contacts resulting directly from maneuver emerges only a small fraction of the hard information leading to our most successful finds and strikes.

—BG (Ret) S.L.A. Marshall and COL (Ret) David Hackworth, as quoted in DA Pamphlet 525-2, 21 April 1967

QUESTIONING TO FILL OUT THE CAPTURE TAG

3-36. The first US Soldier to question a detainee must complete a Capture Tag. As such, a Soldier's ability to collect initial information that facilitates detailed questioning by HUMINT personnel is extremely important. Questions concerning an individual's job, unit, mission, a unit's PIRs, and other supporting information are appropriate for tactical questioning and can be remembered by the acronym JUMPS. Figure 3-1 shows pertinent questions to ask. JUMPS can be used with any person being questioned (civilian or military); simply modify the questions to fit the situation. Any additional information provided by the individual that cannot be included on the capture tag must be reported to the unit S-2 in a SALUTE report format (size, activity, location, unit, time, equipment). (See Appendix A for examples of the Capture Tag, SALUTE report, and other formats.)

J – Job: What is your job? What do you do? If military: What is your rank? If civilian: What is your position title?

U – Unit: What is your unit or name of the company you work for? Ask about their chain of command and command structure … who is your boss or supervisor? If a civilian, ask the name of the business and employer?

M – Mission: What is the mission of your unit or element? What is the mission of your next higher unit or element? What mission or job were you performing when you were captured or detained? What is the current mission of your unit or element? What is the future mission of your unit or element?

P – Priority Questions: Ask questions based on your small unit's tasking as briefed before your patrol, TCP, roadblock (which is based on the battalion's or brigade's PIRs). Ensure you ask the questions during natural conversation so you do not give away your mission or the purpose of why you are asking these questions.

S – Supporting Information: Anything that does not fit in the above.

Figure 3-1. Examples of supporting information

3-37. The following examples represent entries appropriate as supporting information (This list is not all-inclusive):

- Situation. A brief explanation of the circumstances of capture or detention to include an 8-digit grid coordinate of the point of capture or detention.
- A person had a map on them – ask him to explain the map (symbols, date it was made, who made it).
- A person had a photograph of a person or area – ask him to identify the person and location and ask why he has the photograph.
- A person is carrying identification documents for other persons (for example, sex or age does not match) – ask who they are for, why do they have them. (Report this immediately to the S-2, who will then notify the appropriate 2-X element.)
- Physical condition of the individual.

EXAMPLE DETAINEE PROCESSING TAG (CAPTURE TAG)

3-38. A detainee must be tagged with a form of quick identification. This information greatly speeds up the screening process at the detention facilities. This official form is DD Form 2745. Care must be taken to tag the individual in a manner so that he cannot alter the tag in any fashion or exchange tags with another individual.

Note. If a DD Form 2745 is not available, all of the information must be handwritten in a permanent fashion on a "field expedient" tag. During questioning to fill out the Capture Tag, ensure that you adhere to the Do's and Don'ts explained in this section (see Appendix A).

DETAINEE HANDLING - THE 5 S'S AND T

3-39. The first step in handling detainees is to implement the "5 S's and T." The "5 S's and T" is a common military term usually associated with the handling of detainees. It implies the legal obligation that each Soldier has to treat an individual in custody of, or under the protection of, US Soldiers humanely.

- **Search** - This indicates a thorough search of the person for weapons and documents. You must search and record their equipment and documents separately. Record the description of weapons, special equipment, documents, identification cards, and personal effects on the capture tag.
- **Silence** - Do not allow the detainee to communicate with one another, either verbally or with gestures. Keep an eye open for potential troublemakers and be prepared to separate them.

- **Segregate** - Keep civilians and military separate and then further divide them by rank, gender, and nationality, ethnicity, age, and religion.
- **Safeguard** - Provide security for and protect the detainees. Get them out of immediate danger and allow them to keep their personal chemical protective gear, if they have any, and their identification cards.
- **Speed** - Information is time sensitive. It is very important to move personnel to the detainee collection point as quickly as possible. A detainee's resistance to questioning grows as time goes on. The initial shock of being captured or detained wears off and they begin to think of escape.

Note. Speed to the detainee collection point is critical because the value of information erodes as time passes. HUMINT Soldiers who are trained in detailed exploitation, who have the appropriate time and means, will be waiting to talk to these individuals.

OPERATIONAL LIAISON

3-40. Commanders and leaders must disseminate the information they have collected during the course of an operational liaison. The perspective of local populace leaders, political and military officials can confirm, deny, or mitigate the assessment of higher echelons or the information collected from lower or adjacent echelons.

3-41. Access to information collected during operational liaison enables analyst to derive a number of discrepancies in an AO, and subsequently generate information requirements that, when answered, will facilitate better intelligence. Operational liaison is a key contributor during assessment. (See Chapter 4.)

Scenario

Operational liaison between a battalion commander and a local district governor may result in information that is not validated by reports and patrol debriefings arising from subordinate companies. The discrepancies may exist for a number of reasons. The district governor could be purposely misleading the battalion commander. The district governor advisers could purposely be misleading him. The majority of the companies may be dealing with AOs that are geographically, politically, economically, or religiously different from the company AO in which the district governor is located. Alternatively, the district governor may not know or understand the attitude, intents, or actions of the population he governs. If the information collected through operational liaison is held to be more valid than the reports from subordinates or the resulting intelligence assessment, the resulting decisions may result in unexpected effects.

3-42. Some activities that lie in between the categorization as interaction with the local populace and operational liaison include interaction with contractors (conducted by S-4 staff or resource management officers). Coordinating for water, food, or other classes of material from local populace vendors presents an opportunity for information collection concerning the attitudes of the local populace. Information collected during the course of the business conversation can often add to situational awareness. Other Army personnel actions that border between operational liaison and interaction with the local populace include activities of the chaplain and local populace clergy, military police interaction with local populace and international and local law enforcement, engineer cooperation with local civil or nongovernmental organization (NGO) reconstruction efforts.

3-43. Whether clearly defined as operational liaison or a result of ongoing interaction with the populace, information critical to the commander's MDMP must be reported via a formal report or a debriefing.

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REPORTING AND DEBRIEFING

REPORTING

3-44. There are four levels of reporting that ensure information collected by Soldier observations and patrols are prioritized and entered into the intelligence WFF.

- Level 1 – Tactical information—information of critical tactical value—is reported immediately to the S-2 section, while the Soldiers are still on patrol. These reports are sent via channels prescribed in the unit SOP.
- Level 2 - Immediately upon return from patrol, the patrol will conduct an AAR and write a patrol report. (Appendix A contains an example patrol report.) The format may be modified to more thoroughly capture AO and mission-specific information. This report is passed to the S-2 section prior to a formal debriefing. Patrol leaders must report as completely and accurately as possible since this report will form the basis of the debriefing by the S-2 section which will follow.
- Level 3 - After receiving the initial patrol report, the S-2 section will debrief the patrol for further details and address PIRs and IRs not already covered in the patrol report. Level 2 reporting may occur simultaneous with or immediately following the patrol AAR.
- Level 4 - Follow-up reporting is submitted as needed after the unit S-2 section performs the debriefing.

3-45. The four levels of reporting facilitate the unit S-2 section's recording and disseminating all the subtle and important details of the activities for all-source analysis, future planning, and passing to higher S-2 and CP. Reporting this information to the higher headquarters allows them to analyze a broad range of information and intelligence and to disseminate intelligence back to the Soldier's unit and to higher echelons. Therefore, the unit S-2 must meticulously and proactively lead a unit-debriefing program. Information reported through a debriefing must be disseminated to the entire staff. The S-2 section must ensure that information of HUMINT and CI value is reported to the S-2X, but must also cue the other appropriate staffs and WFFs as well.

3-46. Report formats require brief entries that subsequently require the collector to break information into basic elements: who, what, where, when, why, and how. This allows for efficient reporting via electronic or hardcopy medium. It also allows the analyst to scan quickly multiple reports to find specific information. Reporting formats need to be consistent from lower to higher echelon units in order to facilitate information flow. United States Message Text Format (USMTF) messages have been the standard reporting format. Technology inserts facilitate automated reporting beyond USMTF capabilities. If Force XXI Battle Command, Brigade-and-Below (FBCB2) is being used at the higher echelons, then it should be used as the reporting system down to the maneuver units. The software applications in the Distributed Common Ground System–Army (DCGS-A) will provide web-enabled reporting, enabling leaders and Soldiers with access to the web an ability to update reports while still on patrol. (See Appendix A for report formats.)

3-47. Information of immediate tactical value should be reported by patrols in SALUTE format while they are still out on their mission. Information of immediate interest to the commander should be transmitted to the S-2 as soon as the tactical situation allows. Other information is reported upon the patrol's return to base as part of normal reporting and to the S-2 during his patrol debriefing. Follow-up reports are submitted after the S-2 section performs the debriefing.

3-48. All information collected by patrols or others in contact with locals is reported through the chain of command to the unit S-2. The S-2 is responsible for transmitting the information through intelligence channels to the supported MI elements according to unit SOPs and the OPORD for the current mission. These elements may include the HCT if attached, the supported brigade S-2, division G-2, or the operational management team (OMT). The most common report format for a patrol to accurately report information gathered is the SALUTE report. Figure 3-2 provides guidelines for SALUTE reporting.

3-49. In the absence of a debriefing, reporting is the final and most vital part of information collection. Observed information that is reported accurately, in a timely manner, in the proper format, and to the correct recipients, becomes part of the all-source intelligence product in time to affect operational decisions.

DEBRIEFING

3-50. Immediately after the unit returns, the S-2 or personnel from higher headquarters conducts a thorough debrief. Since every Soldier is a potential source of information, the S-2 debriefing is one way that information collected by these Soldiers gets into the intelligence system. This debriefing should include all members of the patrol and any attached personnel, not just the leaders. In the event that the returning patrol splits into different locations, all locations need to be visited by the S-2 in order to debrief all the patrol members. Debriefings are oral and normally result in a written report. Information on the written report should include the following:

- Size and composition of the unit conducting the patrol.
- Mission of the unit (type of patrol, location, and purpose).
- Departure and return times.
- Routes. Use checkpoints and grid coordinates for each leg or include an overlay.
- Detailed description of terrain and enemy positions that were identified.
- Results of any contact with the enemy.
- Unit status at the conclusion of the patrol mission, including the disposition of dead or wounded Soldiers.
- Conclusions or recommendations.

3-51. The battalion S-2 section is responsible for debriefing returning patrols, leaders who have traveled to meetings, returning HCTs, helicopter pilots, and others who have obtained information that may be of intelligence value. The S-2 section debriefs personnel, writes and submits reports, or reports information verbally, as appropriate. The requirement for a debriefing by the S-2 section following each mission should be a part of the mission pre-brief. Leaders should not consider the mission complete and the personnel released until the reporting and debriefings are done.

3-52. When company, platoon, or smaller elements deploy to remote locations, debriefings by the S-2 may not be possible. Platoon and company leaders conduct debriefings in accordance with battalion SOPs to ensure reports are available to the intelligence section and staff. Reporting by the most expeditious means possible ensures that patrol reports and additional notes from the debriefings are available for timely intelligence analysis. A viable method of enhancing unit support to intelligence when subordinate elements are not in proximity to the battalion staff is to task organize intelligence personnel to companies and platoons. A second method is cross-training company and platoon personnel to perform basic intelligence tasks, including patrol debriefing.

TO: Usually the address of the supported S-2/G-2 (according to unit SOP).
FROM: Your unit or team designation or your duty position, as appropriate.
DTG: The date-time group of when the report is being submitted.
Report Number: From local SOP.

1. (S)ize/Who: Expressed as a quantity and echelon or size (for example, 1 X BDE). If multiple echelons are involved in the activity being reported, there can be multiple entries (for example, 1 X BDE; 2 X BN). Nonstandard units are reported as such (for example, bomb-making class; support staff).

2. (A)ctivity/What: This line is the focal point of the report and relates to the PIR or important non-PIR information being reported. It should be a concise bullet statement.

3**. (L)**ocation/Where: Generally a grid coordinate, including the 100,000-meter grid zone designator. The entry can also be an address, if appropriate, but still should include an 8-digit grid coordinate. City names will always be followed by the 2-character country code. If the activity being reported involves movement (for example, advance, withdrawal), the location entry will include "From" and "To" entries. The route used will be reported under "Equipment/How."

4. (U)nit/Who: This entry identifies who is performing the activity described in the "Activity/What" entry. Include the complete designation of a military unit, identification of a civilian or insurgent group, or the full name of an individual, as appropriate.

5. (T)ime/When: For a future event, this is when the activity will initiate. Past events are usually not the subject of SALUTE reports but if a past event is to be reported, the Time/When entry will generally reflect when the event ended. Ongoing events are reported as such. Reports of composition of forces, morale, and electronic technical data and other non-event topics are reported as ongoing. When reporting on a disposition, the "Time/When" entry is generally the last time the source was at the disposition.

6. (E)quipment/How: The information reported in this entry clarifies, completes, and/or expands upon information reported in any of the previous entries. It includes information concerning equipment involved, tactics used, and any follow-up information not reported in the previous paragraphs.

7. Remarks: Use this entry to report the source of the information, whether a person, a CED, open-source media, or other source. Include the date of information and the PIR that the reported information addresses. Include map data for coordinates given in the "Location/Where" entry, stating map series name, sheet number, scale, and edition. If there are enclosures to the SALUTE report, such as sketches, annotate them here.

NOTE: ***The above examples are for guidance and not to be construed as strict requirements. SALUTE reports of combat activity may only contain a word or two in each entry, whereas Intelligence reports tend to include more detail.***

Figure 3-2. SALUTE report guidelines

3-53. The S-2 section debriefing should follow along the lines of the mission briefing—review the route traveled, collection objectives of the patrol, and methods employed. By the time the S-2 section does its debriefing, it should be in receipt of the patrol report. Having the patrol report will streamline the S-2 debriefing process, allowing the S-2 section to concentrate on filling in gaps and following up on reported information.

3-54. A practical method for the S-2 to use for the debriefing is to review the patrol actions chronologically. It is easier to recall and record information if it is broken into smaller pieces that flow logically. For example:

- Use a map to determine segments of the route traveled. Coordination points, checkpoints, phase lines, or significant events may divide segments. Start at the beginning of the patrol route and let the patrol leader show you on the map the route traveled.
- Ask the patrol leader: "From here (CKP1) to here (CKP2), what did you see (or hear or learn about)?" The goal is to extract information of intelligence value. Avoid asking only for the PIR. Doing so will tend to limit the patrol leader's answers, and you might miss something of significance. Instead, let him tell you everything he learned while on that segment of his trip. Use follow-up questions to get complete information, always remembering to ask "What else" or "What other" before leaving a topic.
- If the patrol had digital cameras, it is helpful to use the pictures they have taken during the debriefing.
- Once a segment of travel has been fully exploited, move on to the next segment, questioning from the second CKP to the third CKP and continuing the process until the entire route has been exploited.

3-55. The following are generic topics for debriefings:

- Military (Faction) Activities:
  - Collect order of battle (OB) information. See OB factors below.

OB FACTORS

- Unit identification.
- Unit size.
- Unit dispositions.
- Personnel strength.
- Activities of personnel present.
- Equipment present and condition.
- Weapons present and condition, state of preparedness.
- Special weapons present, quantities, deployment.
- Vehicles present and condition.
- Petroleum, oils, and lubricants supply levels and transportations available.

  - What was the reaction (if any) to the presence of a US or multinational force patrol?
  - Do any of the above represent a change from the norm?
- Civilian Activities (Indigenous Personnel and Institutions [IPIs]):
  - What are the names civilians talked to during the patrol?
  - What is the ethnic makeup of the population?
  - Are disparate ethnic groups congregating together?
  - Are the usual civilian activities (for example, markets) ongoing?
  - Are there unusually large gatherings of people present?
  - Are normal gatherings missing or significantly smaller than usual?
  - What graffiti is present and what message does it convey?

    - Where are the locations of Internet cafes?
    - Where are the places of worship (formal and informal)?
    - Where are the political party offices?
    - Do any of the above represent a change from the norm?
- Infrastructure:
    - Are there changes in the road conditions?
    - Are areas being avoided?
    - What are the conditions of buildings?
    - Are utilities (water, electricity, sewer) functioning and adequate?
    - Are radio stations broadcasting any anti- or pro-US statements?
    - Are schools, hospitals, post offices open? Which are being rebuilt?
    - What intergovernmental organizations (IGOs) and NGOs are operating in the area? What are they doing? Is there any interference with IGO or NGO activity? If so, by whom? Are IGOs or NGOs interfering with military or civil activities?
    - What shortages of food are there? Where are these shortages?
    - Do any of the above represent a change from the norm?

3-56. Without clear reporting, or deliberate debriefing, observed information is not effectively collected. It must be conveyed in a manner that meets both the needs of a leader's tactical information requirements as well as facilitates intelligence production to answer the CCIRs. Reporting and debriefing, whether verbal, written, or automated, are the two means that meet both requirements.

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Chapter 4

Assess

Soon after engagement, any combat unit commander can do this same thing—group interview his men until he knows all that happened to them during the firefight. In their interest, in his own interest, and for the good of the Army he cannot afford to do less…. Mistakes will be brought out in the critique. Their revelation cannot hurt the unit or the man.

—BG (Ret) S.L.A. Marshall and COL (Ret) David Hackworth, as quoted in DA Pamphlet 525-2, 21 April 1967

4-1. An observation gathered from a patrol or Soldier is not a static, one-time effort that achieves a goal and then stops. Multiple patrols and observers collect information; and after the patrol debrief, the staff modifies the ISR plan to account for new information and periodically recommends adjusting operations to the commander. Commanders and staffs continuously review intelligence products and synchronize their surveillance and reconnaissance efforts within the ISR plan. They focus on the most important remaining gaps, emphasizing the established or revised CCIRs. Commanders balance several factors against their need for relevant information: the ability of patrol units and observers to collect information, risk to patrol or observer assets during collecting, ability to sustain the observation effort over time, and requirement to have observation assets available at critical times and places.

4-2. Assessment is not a final step in a process. Assessment is the continuous monitoring and evaluation of the current situation and progress of an operation. It involves deliberately comparing forecasted outcomes to actual events to determine the overall effectiveness of force employment. The dynamic interactions among friendly forces, adaptable enemies, and the local population make assessing many aspects of operations difficult. This is especially true of operations in which stability operations predominate. For detailed information on the assessment process, see FMI 5-01.1. Leaders drive successful assessment at all echelons through three means:

- Monitoring the current situation and operation's progress.
- Evaluating operations.
- Providing proactive feedback back down to the lowest levels.

MONITORING

4-3. Leaders will find that they may have to adjust their actions as required to meet their mission and higher commander's intent based on feedback from their subordinate commanders and staff or leaders.

4-4. Monitoring is the continuous observation of the current situation to identify opportunities for the force, threats to the force, gaps in information, and progress according to the plan or order. Monitoring is a foundation of situational awareness, which leads to situational understanding.

4-5. By monitoring the results of patrol debriefs and reports, the S-2 and S-3 may find that they need to reassess the current patrol routes due to risk management issues or a change in mission. This can result in a change noted within the operational environment. In this case, leaders would start a new planning process and Soldiers must be informed of what to look for as the missions within the AO are adjusted.

4-6. The ISR plan is constantly changing in response to the information feeding into the intelligence WFF through Soldier observations and reports. If leaders are finding individuals in the local populace that seem to have a lot of reliable information on enemy activities, the S-2 and S-3 can plan for HUMINT collection teams and integrate it into the ISR plan.

4-7. The S-2 and S-3 must work together and monitor the information they receive through Soldier observations. Once a pattern or a major change is recognized, the S-2 and S-3 must quickly articulate what operational changes are necessary or what assistance is needed. For example, if on routine patrol, multiple

Soldiers are reporting that a section of a town that was once abandoned is now inhabited by dislocated civilians, the S-2 and S-3 may quickly change certain operations and notify CA elements. Subordinate units may be tasked to conduct reconnaissance of the area including interaction with the local populace, or establish operational liaison with representatives of the population. This situation may also call for the S-3 to increase or decrease patrols or redraw sector boundaries due to the influx of dislocated civilians.

EVALUATING

4-8. Evaluate is to compare relevant information on the situation or operation against criteria to judge success or progress. Evaluation allows leaders to identify variances, confirm or invalidate assumptions, and forecast trends. Many answers to these questions can serve as a way to assess an operation's success:

- Can the force achieve the commander's intent?
- Where is the enemy? Doing what? How?
- Where are the friendly forces? Doing what? How?
- What is the enemy force's posture now?

4-9. Leaders need to assess changes in system behavior, capability, or operational environment tied to measuring the attainment of an endstate, achievement of an objective, or creation of an effect. For example:

- Are patrols in a specific village effectively lowering violence against villagers?
- Is a public works project in a town completed? If not, what is keeping the project from completion?
- Why are two or more ethnic groups not working together, when previously they had been working together?

4-10. Leaders need to assess friendly actions tied to measuring task accomplishment. For example:

- Are the observations or actions made by patrols satisfying the objective CCIRs?
- Through contact and tactical questioning, are Soldiers creating a favorable environment among the local population?
- Is the S-2 briefing program being conducted consistently throughout the sector?

4-11. By having Soldier observations feeding the intelligence process, their information will affect not only the clarity of the threat picture but also the military missions, orders, and plans along with civil-military operations. By being a part of the intelligence and operations processes through observation and tactical questioning, leaders and Soldiers can be aware of and potentially articulate the rationale for mission changes. Leaders and Soldiers must be aware not only of their responsibility to observe and report all relevant information in their AO.

4-12. Evaluation can be difficult. Although changes in the operational environment may be observable, the relationship between that change and Army operations may not be readily apparent. Measures of performance (MOPs) and measures of effectiveness (MOEs) are means to support assessment.

MEASURES OF PERFORMANCE AND MEASURES OF EFFECTIVENESS

4-13. Commanders and staff develop MOP and MOE to facilitate assessment. Not all criteria are easily represented as MOPs or MOEs. Commanders should not use MOPs or MOEs when they are inappropriate. In those exceptional cases, commanders should develop criteria that fit the situation. There are times that MOPs and MOEs are based off the same data, especially when data that is a MOE at one echelon is considered a MOP by the higher echelon. It is important to maintain a standard in the measured data. How the data is analyzed and applied is determined by the target audience, commander, or staff. Table 4-1 shows the MOP and MOE echelon responsibilities.

Table 4-1. MOP and MOE echelon responsibilities

R-1. ECHELON	*R-2. PLATOON*	*R-3. COMPANY*	*R-4. BATTALION*	*R-5. MEASURABLE DATA*
R-6. Task R-7. (MOP tied to task)	R-8. Conduct presence patrols.	R-9. Conduct operational liaison.	R-10. Increase US force presence.	• Number of patrols. • Number of liaison meetings. • Number of key leaders met. • Amount of time patrol spends interacting. • Decreased violent protest. • Increased cooperation. • Other.
R-11. Purpose	R-12. Interact with the local populace.	R-13. Increase commander presence in AO.	R-14. Reduce incidents of violence.	
R-15. Endstate	R-16. Gain local populace support demonstrated by increased cooperation and decreased violence protests.	R-17. Facilitate key leaders by providing support to achieve security.	R-18. Secure the AO to enable local government and security forces.	

MEASURES OF PERFORMANCE

4-14. A MOP is a criterion to assess friendly actions that is tied to measuring task accomplishment. MOPs answer the question: Was the task or action performed as the commander intended? MOPs confirm or deny that the task has been correctly performed. MOPs are concerned with accomplishment and accuracy of the Army task performed.

4-15. A company commander that has the responsibility of conducting operational liaison with a village mayor, police chief, and the owner of a consolidated water and electrical provider can measure performance by the number of liaison visits conducted in a given period. An increase in the number of meetings or the amount of time his counterparts are willing to spend with him is data that can be used to measure performance. The introduction of new counterparts or the refusal of a counterpart to meet is another MOP. Improving cultural etiquette or providing needed resources or support may improve interaction with or accessibility to counterparts. Resources and gifts are measurable from a monetary perspective as well.

4-16. The information collected during operational liaison, the changes that occur in the environment as a result of operational liaison, or the measurable increase in counterpart cooperativeness and interaction could be measured from a task performance, MOP perspective or effectiveness, MOE perspective. The former is measured against the commander's intent; the latter is measured against a mission endstate or effect.

MEASURES OF EFFECTIVENESS

4-17. A MOE is a criterion used to assess changes in system behavior, capability, or OE that is tied to measuring the attainment of an endstate, achievement of an objective, or creation of an effect. MOEs focus on the results or consequences of friendly actions taken. They answer the question: Is the force doing the right things, or are additional or alternative actions required? Often an effect cannot be measured directly. If direct measurement is not possible, then indicators of achieving the effect are measured. Staffs then apply analysis and judgment to develop conclusions about achieving the effect. Measuring indirectly requires great care in selecting and measuring indicators.

4-18. Increased availability of electricity from 4 hours a day to 7 hours a day is a measurable criteria. The commander's intent of operational liaison was to open dialog between village leaders in order to convince them to improve living conditions. The objective was to reduce the number of violent protests concerning the villages disintegrating conditions and dissatisfaction with the political and security leaders. The desired effect is to reduce the number of violent protests and the endstate is security.

4-19. Effectiveness can be measured by several distinguishable criteria which, when compared, can indicate elements of performance that are more or less successful. One measure of effectiveness is the amount of time electricity is available to the population. Liaison activities with the owner of the utility provider revealed a lack of expensive equipment which, when provided, improved reliability of continuous flow of electricity. This measure of effectiveness is directly related to the liaison with the owner of the utility provider. A second measure of effectiveness is the increase of violence between a demographic whose electricity service had not improved and a second demographic that did.

4-20. Measuring MOPs and MOEs requires a clear understanding of the commander's intent related to the task, and his desired endstate. It also requires an identification of indicators that can be measured against the success of that endstate. If performing tactical site exploitation is a task that the commander expects to increase the number of detainees successfully prosecuted for criminal offenses, then the MOP is related to the number of sites exploited and the MOE is related to the types and amounts of evidence contributing to conviction. Multiple exploitations with minimal convictions may indicate a need to improve performance in the collecting and processing requirements associated with tactical site exploitation.

FEEDBACK

4-21. Feedback helps maintain the Soldier's situational understanding, reinforces the importance of the Soldier's observations and reporting, and gives the Soldier an idea what has and what has not been effective.

Scenario

1st Platoon, the information that you provided 2 weeks ago led to the capture of an HPT by Charlie Company. When Charlie Company and the WIT guys exploited the site, there were a lot of latent fingerprints that biometrics matched to known insurgents. After you finally got your operational liaison information to the S-2, the battalion HCT was able to add context to some other information concerning a second HPT—he was killed by Alpha Company in a raid last night. The EOD team said these were definitely the people involved with the new IED triggers. Next time we need to get biometrics on the objective and get our patrol debrief to the S-2 faster. A couple of the CEDs indicated they were just about to move on. We almost missed them.

4-22. It is just as important to assess the performance of sensors on the battlefield. Technical sensors are adjusted and recalibrated. Algorithms are improved and software upgraded. Mechanical sensors have no need to know if the data provided had any effect on the operation; however, Soldiers need feedback that will not only improve their performance as collectors but also assure them of the relevance of their observations and reporting. Conducting training on the tasks that contribute to ES2, as well as the activities that enable better collection and reporting, are actions taken based on feedback.

Appendix A
Blank Formats

A-1. This appendix contains formats and example forms that facilitate and expedite reporting and data processing. The following example forms and formats are presented as a means to record information to facilitate debriefing, reporting, and ADP. This in turn increases the efficiency of data-basing information for retrieval by operations and intelligence personnel.

- DD Form 2745 (Enemy Prisoner of War Capture Tag) (Figure A-1) (available from Media Distribution Division, Directorate of Logistics, St Louis, MO, phone DSN 892-0900 or commercial (314) 592-0900, ext 8350).
- Sample of a field expedient CED tag (Figure A-2) (reproduce at unit).
- Sample of a CED log (Figure A-3) (reproduce at unit).
- Sample of a SALUTE Report (Level 1 Report) (Figure A-4) (reproduce at unit).
- Sample of a Spot Report (Level 1 Report) (Figure A-5) (FM 6-99.2).
- Sample of a Patrol Report Format (Level 2 Report) (Figure A-6) (reproduce at unit or from FM 6-99.2).
- Sample Format for Intelligence Personnel to Use for Debriefing (Level 3 Report) (Figure A-7) (reproduce at unit).

1. DATE AND TIME OF CAPTURE	2. SERIAL NO. **A**
3. NAME	4. DATE OF BIRTH
5. RANK	6. SERVICE NO.
7. UNIT OF EPW	8. CAPTURING UNIT
9. LOCATION OF CAPTURE *(Grid coordinates)*	
10. CIRCUMSTANCES OF CAPTURE	11. PHYSICAL CONDITION OF EPW
12. WEAPONS, EQUIPMENT, DOCUMENTS	

DD Form 2745, May 96 — Replaces DA Form 5976, Jan 91, Usable until exhausted.

ENEMY PRISONER OF WAR (EPW)
CAPTURE TAG (PART A)

For use of this form, see AR 190-8.
The proponent agency is DCSOPS.

Attach this part of tag to EPW. (Do not remove from EPW.)

1. **Search** – For weapons, military documents, or special equipment.
2. **Silence** – Prohibit talking among EPWs for ease of control.
3. **Segregate** – By rank, sex, and nationality.
4. **Safeguard** –To prevent harm or escape.
5. **Speed** – Evacuate from the combat zone.
6. **Tag** – Prisoners and documents or special equipment.

DD Form 2745 (BACK), May 96

1. DATE AND TIME OF CAPTURE	2. SERIAL NO. **B**
3. NAME	4. DATE OF BIRTH
5. RANK	6. SERVICE NO.
7. UNIT OF EPW	8. CAPTURING UNIT
9. LOCATION OF CAPTURE *(Grid coordinates)*	
10. CIRCUMSTANCES OF CAPTURE	11. PHYSICAL CONDITION OF EPW
12. WEAPONS, EQUIPMENT, DOCUMENTS	

DD Form 2745, May 96 — Replaces DA Form 5976, Jan 91, Usable until exhausted.

UNIT RECORD CARD *(PART B)*

Forward to Unit.

(Capturing unit retains for records.)

Use string, wire, or other durable material to attach the appropriate section of this form to the EPW's equipment or property.

DD Form 2745 (BACK), May 96

1. DATE AND TIME OF CAPTURE	2. SERIAL NO. **C**
3. NAME	4. DATE OF BIRTH
5. RANK	6. SERVICE NO.
7. UNIT of EPW	8. CAPTURE UNIT
9. LOCATION OF CAPTURE *(Grid coordinates)*	
10. DESCRIPTION OF WEAPONS, SPECIAL EQUIPMENT, DOCUMENTS.	

DD Form 2745, May 96 — Replaces DA Form 5976, Jan 91, Usable until exhausted.

DOCUMENT/SPECIAL EQUIPMENT
WEAPONS CARD *(PART C)*

Attach this part of tag to property taken.
(Do not remove from property.)

As a minimum, the tag must include the following information:

Item 1. Date and time of capture *(YYYYMMDD)*.
Item 8. Capturing Unit.
Item 9. Place of capture *(grid coordinates)*.
Item 10. Circumstances of capture *(how the EPW was cured)*.

DD Form 2745 (BACK), May 96

Figure A-1. DD Form 2745 (Enemy Prisoner of War Capture Tag)

CAPTURED DOCUMENT TAG

NATIONALITY OF CAPTURING FORCE: US

DATE/TIME CAPTURED: 15 1310ZAUG2004

PLACE CAPTURED: BH56321785, Smalltown, IZ

CAPTURING UNIT: 1st Plt/B Trp/1-1 Cav

IDENTITY OF SOURCE (If Applicable): MAJ, Republican Guard

CIRCUMSTANCES OF CAPTURE: Surrendered his company to a passing US cavalry patrol

DESCRIPTION OF WEAPON/DOCUMENT: 1 x PSYOP document produced by US 16th PSYOP Bn

SAMPLE

Figure A-2. Sample of a field expedient CED tag

UNIT:____

FILE NUMBER	RECEIVED DOCUMENT DTG SERIAL #	INCOMING TRANSMITTAL #	FORWARDING UNIT	RECEIVED BY	DTG AND PLACE OF CAPTURE

CAPTURING UNIT	SCREENING CATEGORY	DESCRIPTION OF DOCUMENT	DESTINATION/ TRANSMITTAL #	REMARKS

Figure A-3. Sample of a CED log

SALUTE Report

TO:______________________________ DTG:______________________________

FROM:__________________________

REPORT NUMBER:________________

1. SIZE:

2. ACTIVITY:

3. LOCATION:

4. UNIT:

5. TIME:

6. EQUIPMENT (HOW):

7. REMARKS:

Figure A-4. Sample of a SALUTE Report (Level 1 Report)

TITLE: Spot Report

REPORT NUMBER: S060

LINE 1 – DATE AND TIME____________________	(DTG)
LINE 2 – UNIT____________________	(Unit Making Report)
LINE 3 – SIZE____________________	(Size of Enemy Unit)
LINE 4 – ACTIVITY)____________________	(Enemy Activity at DTG of Report)
LINE 5 – LOCATION____________________	(UTM or Six-Digit Grid Coordinate with MGRS Grid Zone Designator of Enemy Activity or Event Observed)
LINE 6 – UNIT____________________	(Enemy Unit)
LINE 7 – TIME____________________	(DTG of Observation)
LINE 8 – EQUIPMENT____________________	(Equipment of Unit Observed)
LINE 9 – SENDER'S ASSESSMENT____________________	(Specific Sender Information)
LINE 10 – NARRATIVE____________________	(Free Text for Additional Information Required for Clarification of Report)
LINE 11 – AUTHENTICATION____________________	(Report Authentication)

Figure A-5. Sample of a Spot Report (Level 1 Report)

The Patrol Reports are submitted to the S-2 section based on information observed by the patrol. All pertinent information is included in the report to ensure completeness. The report is then disseminated in accordance with appropriate SOPs.

(DESIGNATION OF PATROL)
TO:___________________________
MAPS:__________________________

A. Size and composition of patrol.

B. Mission.

C. Time of departure.

D. Time of return.

E. Routes out and back.

F. Terrain. (Description of the terrain: dry, swampy, jungle, thickly wooded, high brush, rocky; deepness of ravines and draws; condition of bridges as to type, size, and strength; effect on armor and wheeled vehicle.)

G. Enemy. (Strength, disposition, condition of defense, equipment, weapons, attitude, morale, exact location, movements, and any shift in disposition; time activity was observed; coordinates where activity occurred.)

H. Any map corrections.

I. (Not used.)

J. Miscellaneous information (including aspects of CBRNE warfare).

K. Results of encounters with enemy: (Enemy prisoners and disposition, identifications, enemy casualties, captured documents, and equipment.)

L. Condition of patrol (including disposition of any dead or wounded).

M. Conditions and recommendations (include to what extent the task was accomplished and recommendations as to patrol equipment and tactics).

N. Signature, Rank, and Unit of Patrol Leader.

O. Additional remarks by Interrogator.

P. Distribution.

Q. Signature, Rank, and Unit of Interrogator.

Figure A-6. Sample of a Patrol Report format (Level 2 Report)

Unit (Sqd/Plt/Co):	Patrol Leader:
Date of Mission:	Debrief Number (S-2 use only):
Depart Time:	Return Time:

Mission:

- ☐ Dismounted Patrol in TOWN OF:____________________GRID:____________________
- ☐ Mounted Patrol in TOWNS OF:____
  GRIDS:____
- ☐ Fixed guard/checkpoint at:____
- ☐ Respond to:____
- ☐ Other:____
- ☐ Attitude of General Population Towards US/Coalition Forces (Select one): FAVORABLE/UNFAVORABLE

Describe key locations visited during patrol (town, ethnic minority neighborhood, school, market, protected church, etc.)

LOCATION	GRID	OBSERVATIONS, TRENDS (e.g., BETTER OR WORSE THAN BEFORE?)	DIGITAL PHOTO #

PERSONNEL ENCOUNTERED

List important/interesting persons encountered. Describe what they said or did that was significant in the **Patrol Narrative**.

NAME (Last/First)	SEX	ETHNICITY	HOME TOWN	TAG # (if detained)	DESCRIPTION (or digital photo #)

VEHICLE ENCOUNTERED

List passengers in **PERSONNEL ENCOUNTERED** (above). Discuss significant vehicles in **PATROL NARRATIVE**.

PASSENGERS (NAME: Last/First)	COLOR	MAKE	MODEL	LIC NO.	VIN NO.	LOCATION	DIGITAL PHOTO #

CAPTURED/OBSERVED MATERIEL

Explain circumstances leading to capture/observation of materiel in **PATROL NARRATIVE**.

QUANTITY	ITEM DESCRIPTION	TAG NUMBER	SERIAL NUMBER	DIGITAL PHOTO #

Figure A-7. Sample format for intelligence personnel to use for debriefing (Level 3 Report)

CAPTURED EQUIPMENT (Continued)
Explain cirumstances leading to capture of equipment in **Patrol Narrative**.

PIRs/IRs ANSWERED
Provide information pertaining to Priority Information Requirements (PIRs) or Information Requirements. List PIR or IR number.

PATROL NARRATIVE
Describe the important events of patrol. Include 5 Ws (**who, what, when, where, and why**). Provide photo number for digital photos.

What to report when you don't know what to report:

- Local population's reactions/attitudes
- Upcoming events
- Conditions of schools/clinics
- Status of electric power
- Condition of crops/harvest
- Map corrections
- New construction/material
- New military weapons, vehicles/tactics/capabilities minefields/IEDs
- Billboards/posters/leaflets
- New damage or vandalism
- What's new and on sale in shops
- Black market activity
- Upcoming market days
- Number of houses in town
- Stretches of bad road
- Buses and who is in them
- New antennas or wires
- NGO presence/stickers
- Possible gang/criminal activity
- Local address system (street names and numbers)

ATTACHMENTS
List attachments or enclosures to this debrief. Example: sketch, disk with digital photos, captured documents, political rally poster, confiscated weapon, etc. Ensure that any attached item is described in the narrative above.

Figure A-7. Sample format for intelligence personnel to use for debriefing (Level 3 Report) (continued)

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Appendix B
Use of Interpreters

ESTABLISHING RAPPORT

B-1. Interpreters are a vital link between Soldiers and the target audience. Without cooperative and supportive interpreters, the mission could be in jeopardy. Mutual respect and understanding are essential to effective teamwork. Soldiers must establish rapport early in the relationship and maintain it throughout the operation. The difficulty of establishing rapport stems most of the time from the lack of personal contact.

B-2. Soldiers begin the process of establishing rapport before they meet interpreters for the first time by doing their homework in advance on the people, status, and AOs of significance. Most foreigners are reasonably knowledgeable about the United States but may have bias or misperceptions. Soldiers should obtain some basic facts about the HN. Useful information may include population, geography, ethnic groups, political system, prominent political figures, monetary system, business, agriculture, and exports. A general resource can be obtained from current almanacs or encyclopedias. More detailed information is available in the area handbook for the country, from the Internet, and from current newspapers and magazines.

B-3. Soldiers working with an interpreter should find out about the interpreter's background. Soldiers should show a genuine concern for the interpreter's family, aspirations, career, education, and so on. Many cultures place great emphasis on family, so Soldiers should start with understanding the interpreter's home life. Soldiers should also research cultural traditions to find out more about the interpreter and the HN. Although Soldiers should gain as much information on culture as possible before entering an HN, their interpreters can be valuable sources to fill gaps. Showing interest is a good way to build rapport.

B-4. Soldiers should gain an interpreter's trust and confidence before embarking on sensitive issues, such as religion, likes, dislikes, and prejudices. Soldiers should approach these areas carefully and tactfully. Although deeply personal beliefs may be revealing and useful in the professional relationship, Soldiers must gently and tactfully draw these out of their interpreters. Above all, Soldiers must maintain a level of objectivity. The Soldier-interpreter relationship is a professional relationship first.

PLANNING FOR INTERPRETER USE

B-5. Units planning to conduct overseas operations should research the language, dialects, and ethnic and cultural aspects of the local populace in order to better identify their interpreter requirements:

- Who will be the primary users of the interpreter (commander and staff, military intelligence, military police or security forces, CA, base operations or security, special operations, unit patrols, medical personnel)?
- What are the mission requirements (is a security clearance needed)?

B-6. In the initial stages of conflict, leaders may have to conduct immediate local hires to obtain interpreter support. As such, they should—

- As soon as possible, have a linguistically proficient service member or DOD civilian question the individual to discover any problems. Soldiers must understand that such individuals have not been screened and may have other motives.
- Assign armed escorts to such interpreters to protect him from reprisals and protect Soldiers.
- Keep locally hired and unscreened interpreters away from weapons sensitive areas and classified information because you may not be completely sure for whom this person is working.

FOR OFFICIAL USE ONLY

- Insist that interpreters ask for clarification if they are unsure of the communication. In some cultures, it is embarrassing to admit lack of knowledge and/or understanding.
- Ensure that locally hired interpreters live separately from where they work.

INTERPRETER SELECTION

B-7. When possible, interpreters should be US military personnel, or at least US citizens. In some operational or training settings abroad, Soldiers are not faced with the problem of selecting an interpreter; they are assigned one by the chain of command or HN government. In other cases, interpreters are chosen from a pool provided by the HN government. Finally, in many operational situations, interpreters are hired from the general HN population. Whatever the case, the following guidelines are critical to mission accomplishment.

B-8. Interpreters should be selected based on the following criteria:

- **Native speaker**. Interpreters should be native speakers of the socially or geographically determined dialect. Their speech, background, and mannerisms should be completely acceptable to the target audience so that no attention is given to the *way* they talk, only to *what* they say.
- **Social status**. In some situations and cultures, interpreters may be limited in their effectiveness with a target audience if their social standing is considerably lower than that of the audience. Examples include significant differences in military rank or membership in an ethnic or religious group. Regardless of Soldiers' personal feelings on social status, they should remember the job is to accomplish the mission, not to act as an agent for social reform. Soldiers must tolerate local social biases as the current norm.
- **English fluency**. An often-overlooked consideration is how well the interpreter speaks English. As a rule, if the interpreter understands the Soldier and the Soldier understands the interpreter, then the interpreter's command of English is satisfactory. A Soldier can check that understanding by asking the interpreter to paraphrase, in English, something the Soldier said. The Soldier then restates the interpreter's comments to ensure that both understand each other. In addition, interpreting goes both ways. Interpreters must be able to convey information expressed by interviewees or the target audience.
- **Intellectual intelligence**. Interpreters should be quick, alert, and responsive to changing conditions and situations. They should be able to grasp complex concepts and discuss them without confusion in a reasonably logical sequence. Although education does not equate to intelligence, generally speaking, the better educated the interpreter, the better he will perform, due to increased exposure to diverse concepts.
- **Technical ability**. In certain situations, Soldiers may need interpreters with technical training or experience in special subject areas. This type of interpreter is able to translate the meaning as well as the words. For instance, if the subject is nuclear physics, background knowledge is useful.
- **Reliability**. Soldiers should beware of a potential interpreter who arrives late for the interview. Throughout the world, the concept of time varies widely. In many less-developed countries, time is relatively unimportant. Soldiers should make sure that interpreters understand the importance of punctuality.
- **Loyalty**. If interpreters are local nationals, it is safe to assume that their first loyalty is to the HN or ethnic group, not to the US military. The security implications are clear. Soldiers must be very cautious in how they explain concepts. Additionally, some interpreters, for political or personal reasons, may have ulterior motives or a hidden agenda when they apply for an interpreting job. Soldiers who detect or suspects such motives should tell the commander or security manager.
- **Gender, age, and race**. Gender, age, and race can seriously affect mission accomplishment.
- **Gender and culture status**. In predominantly Muslim countries, cultural prohibitions may render a female interpreter ineffective in certain circumstances. Another example is the Balkans, where ethnic divisions may limit the effectiveness of an interpreter from outside the target

audience. Since traditions, values, and biases vary from country to country, it is important to check with the in-country assets or area studies for specific taboos or favorable characteristics.

- **Compatibility**. Soldiers and interpreters work as teams. For interpreters to be most effective, they should become an extension of the Soldiers. The target audience will be quick to recognize personality conflicts between Soldiers and interpreters. Such conflicts can undermine the effectiveness of the communication effort. If possible, when selecting interpreters, Soldiers should look for compatible traits and strive for a smooth and effective work relationship.

B-9. If several qualified interpreters are available, Soldiers should select at least two. This practice is of particular importance if the interpreter will be used during long conferences or courses of instruction. When two interpreters are available, they should work for one-half hour periods. Due to the mental strain associated with this type job, four hours of active interpreting is usually the approximate maximum for peak effectiveness. In the case of short duration meetings and conversations, when two or more interpreters are available, one can provide quality control and assistance to the active interpreter.

B-10. Additionally, this technique is useful when conducting coordination or negotiation meetings, as one interpreter is used in an active role and the other pays attention to the body language and side conversations of the others present. Many times, Soldiers can gain important auxiliary information that assists in negotiations from listening to what others are saying among themselves outside the main discussion.

CATEGORIES OF INTERPRETERS

B-11. There are three categories associated with interpreters.

- CAT I Linguists – CAT I linguists are locally hired personnel with an understanding of the English language. These personnel are screened and hired in-theater and do not possess a security clearance. During most operations, CAT I linguists are required to be re-screened by CI personnel on a scheduled basis. CAT I linguists should not be used for HUMINT collection operations due to security access and clearance requirements.
- CAT II Linguists - CAT II linguists are US citizens who have native command of the target language and near-native command of the English language. These personnel undergo a screening process, which includes a background check. Upon favorable findings, these personnel are granted an equivalent of a Secret Collateral clearance.
- CAT III Linguists - CAT III linguists are US citizens who have native command of the target language and native command of the English language. These personnel undergo a screening process, which includes a special background check. Upon favorable findings, these personnel are granted an equivalent of a Top Secret (TS) clearance. CAT III linguists are used mostly for high-ranking official meetings and by strategic collectors.

PREPARING YOUR INTERPRETER

B-12. Leaders and Soldiers must be aware of operational security (OPSEC) issues at all times when working with an interpreter. The following steps should be followed to ensure the safety of the operation and the personal safety of the interpreter:

- Once briefed on the mission plan, isolate the interpreter until the mission is complete.
- The interpreter should remain with the service member.
- The interpreter should communicate only in English.
- The interpreter should not engage in conversation with other locals.
- The interpreter should not have access to phone or e-mail.
- CAT I and CAT II interpreters should have separate living quarters.

B-13. Once an interpreter is identified, that person may need additional training in technical vocabulary requirements:

- Technical terms.

- Medical terms.
- Military terms.
- Contractual terms.

B-14. Early in the relationship with interpreters, Soldiers should ensure that interpreters are briefed on their duties and responsibilities. Soldiers should orient interpreters as to the nature of the interpreters' duties, standards of conduct expected, interview techniques to be used, and any other requirements. The orientation may include the following while training the interpreter:

- Current tactical situation.
- Importance of the training, interview, or interrogation.
- Background information obtained on the source, person interviewed, or target audience.
- Specific objectives and conduct for the interview, meeting, or interrogation.
- Briefing, training, or interview schedules. The interviewer must remember that conducting an interview through an interpreter may take double or triple the amount of time needed when the interviewer is directly questioning the interviewee. For that reason, the interpreter may be helpful in scheduling enough time.
- Copy of the briefing, questions, or lesson plan, if applicable. Special attention should be given to develop language proficiency in the technical fields in which the interpreters are expected to be employed. In general, a copy of the material will give the interpreter time to look up unfamiliar words or ask questions to clarify anything confusing.
- Copies of handout material and glossary of terms, if applicable.
- Method of interpretation to be used:
  - Simultaneous—when the interpreter listens and translates at the same time.
  - Consecutive—when the interpreter listens to an entire phrase, sentence, or paragraph, then translates during natural pauses.
- Need for interpreters to avoid injecting their own personality, ideas, or questions into the interview.
- Need for interpreter to inform Soldier of inconsistencies in language used by the person interviewed. An example would be someone who claims to be a college professor, yet speaks like an uneducated person.

B-15. During interrogations or interviews, the above information will be used as part of the assessment of the information obtained from the individual.

B-16. As part of the initial training with interpreters, Soldiers should tactfully convey that the instructor, interviewer, or interrogator always directs the interview or lesson. Soldiers should put the interpreter's role in proper perspective and stress the interpreter's importance as a vital communication link between Soldiers and the target audience. Soldiers should appeal to interpreters' professional pride by clearly describing how the quality and quantity of the information sent and received depends upon an interpreter's skills. Also, Soldiers should mention how interpreters function solely as a conduit between Soldier and subjects.

B-17. Soldiers should be aware that some interpreters, because of cultural differences, might attempt to save face by purposely concealing their lack of understanding. They may attempt to translate what they think the Soldier or subject said or meant without asking for clarification. Because this situation can result in misinformation and confusion and impact on credibility, Soldiers should let interpreters know that, when in doubt, they should always ask for clarification. Soldiers should create a safe environment for this situation as early as possible.

USING AN INTERPRETER

B-18. Interpreter use is an integral part of tactical questioning. There are several tips that should prove useful when working with an interpreter.

PLACEMENT

- When standing, the interpreter should stand just behind you and to the side.
- When sitting, the interpreter should sit right beside you but not between you and the individual.

BODY LANGUAGE AND TONE

- Have the interpreter translate your message in the tone you are speaking.
- Ensure the interpreter avoids making gestures.

DELIVERY

- Talk directly to the person with whom you are speaking, not the interpreter.
- Speak as you would in a normal conversation, not in the third person. For example, do not say, "Tell him that…." Rather say, "I understand that you…" and instruct the interpreter to translate as such.
- Speak clearly, avoid acronyms or slang, and break sentences uniformly to facilitate translation.
- Some interpreters will begin to translate while you are still speaking. This is frustrating for some people. If so, discuss the preference of translation with the interpreter.
- The most important principle to obey while using an interpreter is to remember that **you control the conversation**, not the interpreter.

SECURITY

- Do not reveal information about current and future operations.
- An interpreter with a clearance does not equate to a "need to know." Always bear in mind OPSEC and tell the interpreters only what they need to know to conduct the mission.
- Work on the premise that the interpreter is being debriefed by a threat intelligence service.
- When practical, segregate interpreters with a clearance from those without a clearance.
- Always assume the worst.
- Avoid careless talk.
- Avoid giving away personal details.
- Do not become emotionally involved!

INTERPRETER EVALUATION CRITERIA

B-19. Upon the completion of the mission, have the interpreter assist you in completing any required reports. The interpreter can clarify any gaps you may have in your notes. After the required paperwork is completed, report the interpreter's performance during the mission. Include things such as accuracy of translations, information obtained, or any other information that will be useful to other personnel who use this interpreter in future.

B-20. Rating the interpreter plays a valuable part in the mission. Inform the interpreter that his performance will be rated. Some of the ways in which the interpreter is rated:

- Any effect the interpreter had on you gaining and maintaining rapport with and/or control.
- Aiding you with difficulties in the mission.
- Helping to clarify any gaps that may have been left out in your notes when writing reports.

B-21. Once an interpreter has been rated, the results of the rating will be forwarded on to the noncommissioned officer in charge (NCOIC) or officer in charge (OIC) of your section and placed in a file to help in determining future assignments of the interpreter. If a civilian company has hired the interpreter, then a copy of the evaluation goes to that particular company. As necessary, in order to help evaluate the interpreter, military linguists who speak the interpreter's language will monitor the interpreter's performance.

B-22. As mentioned, it is safe to assume that if interpreters are not US military or US citizens, their first loyalty is to their country or ethnic group, not to the US. The security implications of using local nationals are clear. Soldiers must be cautious about what information they give interpreters. Soldiers must always keep security in mind.

B-23. Certain tactical situations may require the use of non-vetted indigenous personnel as "field expedient" interpreters. Commanders should be aware of the increased security risk involved in using such personnel and carefully weigh the risk versus the potential gain. If non-vetted interpreters are used, sensitive information should be kept to a minimum.

B-24. Interpreters must be honest and free from unfavorable notoriety among the local populace. Their reputation or standing in the community should be such that persons of higher rank and standing will not intimidate them.

INTERVIEW PREPARATION

B-25. Soldiers should cover the following in preparing for interviews:

- Select an appropriate site for interviews. Position and arrange the physical setup of the area. When conducting interviews with important people or individuals from different cultures, this arrangement can be significant.
- Instruct interpreters to mirror the Soldier's tone and personality of speech. Instruct interpreters not to interject their own questions or personality. Also instruct interpreters to inform them if they notice any inconsistencies or peculiarities from those being interviewed.
- When possible, identify cultural restrictions before interviewing, instructing, or conferring with particular foreign nationals. For instance, Soldiers should know when is it proper to stand, sit, or cross one's legs. Gestures, being learned behavior, vary from culture to culture. Interpreters should be able to relate a number of these cultural restrictions, which, whenever possible, should be observed in working with particular groups or individuals.
- Rehearse with the interpreter using maps, key words or phrases, diagrams, or models that may facilitate a discussion. The interpreter may be able to explain to the Soldier the significance of symbols or gestures commonly used in a conversation to emphasize a point that may not be verbalized.

CONDUCTING AN INTERVIEW

B-26. Soldiers should cover the following when conducting an interview or presenting a lesson:

- Avoid simultaneous translations; that is, both the Soldier and the interpreter talking at the same time. This can be disrupting unless the Soldier and interpreter work very well together.
- Speak for a minute or less in a neutral, relaxed manner, directly to the individual or audience. The interpreter should watch the Soldier carefully and, during the translation, mimic the Soldier's body language as well as interpret his or her verbal meaning. Observe interpreters closely to detect any inconsistencies between an interpreter's and a Soldier's manners. Be careful not to force an interpreter into a literal translation by being too brief. Present one major thought in its entirety and allow the interpreter to reconstruct it in his language and culture.
- Although interpreters perform some editing as a function of the interpreting process, it is imperative that they transmit the exact meaning without additions or deletions. Insist that interpreters always ask for clarification, prior to interpreting, whenever they are not absolutely certain of the Soldier's meaning. However, be aware that a good interpreter, especially one who is local, can be invaluable in translating subtleties and hidden meanings.
- During an interview or lesson, if questions are asked, interpreters should immediately relay them for an answer. Interpreters should never attempt to answer questions even though they may know the correct answer. Additionally, neither Soldiers nor interpreters should correct each other in front of an interviewee or class; all differences should be settled away from the subject or audience.

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- Just as establishing rapport with the interpreter is vitally important, establishing rapport with interview subjects or the target audience is equally important. Soldiers and interpreters should concentrate on rapport. To establish rapport, subjects or audiences should be treated as mature, important human beings who are capable and worthy.

COMMUNICATION TECHNIQUES

B-27. Soldiers should cover the following when communicating techniques:

- An important first step for Soldiers in communicating in a foreign language is to polish their English language skills. These skills are important, even if no attempt is made to learn the indigenous language. The clearer Soldiers speak in English, including using clear, correct words, the easier it is for interpreters to translate. For instance, Soldiers may want to add words usually left out in colloquial English, such as the "air" in airplane, to ensure that they are not misinterpreted as referring to the Great Plains or a carpenter's plane.
- Do not use profanity at all and avoid slang and colloquialisms. In many cases, such expressions cannot be translated. Even those that can be translated do not always retain the desired meaning. Military jargon and terms such as "gee whiz" or "golly" are hard to translate.
- Avoid using acronyms. While these have become part of everyday military language, in most cases interpreters and target audiences will not be familiar with them, and it will be necessary for the interpreter to interrupt the interview to get clarification regarding the expanded form. This can disrupt the rhythm of the interview or lesson. Moreover, if interpreters must constantly interrupt the interviewer for clarification, they could lose credibility in the eyes of the target audience, which could jeopardize the goals of the interview or lesson. In addition, if a technical term or expression must be used, be sure interpreters convey the proper meaning.
- When speaking unrehearsed, think about what you want to say. Break your thoughts into logical bits and say them a piece at a time, using short, simple words and sentences, which can be translated quickly and easily. As a rule of thumb, never say more in one sentence than you can easily repeat word for word immediately after saying it. Each sentence should contain a complete thought without verbiage.
- Avoid "folk" and culture-specific references. Target audiences may have no idea what is being talked about. Even if interpreters understand the reference, they may find it extremely difficult to quickly identify an appropriate equivalent in the target audience's cultural frame of reference.
- Transitional phrases and qualifiers tend to confuse non-native speakers and waste valuable time. Examples are "for example," "in most cases," "maybe," and "perhaps." Soldiers should be cautious of using American humor, since humor does not translate well between cultures. Foreigners can misinterpret cultural and language differences. Determine early on what your interpreters find easiest to understand and translate meaningfully.

B-28. In summary, Soldiers should—

- Keep presentations as simple as possible.
- Use short sentences and simple words (low context).
- Avoid idiomatic English.
- Avoid flowery language.
- Avoid slang and colloquial expressions.
- Avoid "folk" and culture-specific references.

DO'S AND DON'TS

B-29. The following are some do's and don'ts for Soldiers to consider when working with interpreters.

DO'S

- Position the interpreter by the Soldier's side (or even a step back). This will keep the subject or target audience from shifting their attention or fixating on the interpreter and not on the Soldier.
- Always look at and talk directly to the subject or target audience. Guard against the tendency to talk to the interpreter.
- Speak slowly and clearly. Repeat as often as necessary.
- Speak to the individual or group as if they understand English. Be enthusiastic and employ the gestures, movements, voice intonations, and inflections that would normally be used before an English-speaking group. Considerable nonverbal meaning can be conveyed through voice and body movements. Encourage interpreters to mimic the same delivery.
- Periodically check an interpreter's accuracy, consistency, and clarity. Have an American fluent enough in the language sit in on a lesson or interview to ensure that the translation is not distorted, intentionally or unintentionally. Another way to be sure is to learn the target language so that an interpreter's loyalty and honesty can be personally checked.
- Check with the audience whenever misunderstandings are suspected and clarify immediately. Using the interpreter, ask questions to elicit answers that will tell whether the point is clear. If it is not, rephrase the instruction differently and illustrate the point again. Use repetition and examples whenever necessary to facilitate learning. If the target audience asks few questions, it may mean the instruction is not understood or the message is not clear to them.
- Make interpreters feel like valuable members of the team. Give them recognition commensurate with the importance of their contributions.

DON'TS

- Address the subject or audience in the third person through the interpreter. Avoid saying, for example, "Tell them I'm glad to be their instructor." Instead say, "I'm glad to be your instructor." Address the subject or audience directly. Make continual eye contact with the audience. Watch them, not the interpreter.
- Make side comments to the interpreter that are not interpreted. This action tends to create the wrong atmosphere for communication and is rude.
- Be a distraction while the interpreter is translating and the subject or target audience is listening. Soldiers should not pace, write on the blackboard, teeter on the lectern, drink beverages, or carry on any other distracting activity while the interpreter is translating.

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Appendix C
Mission Responsibilities

Soldiers on patrol, or other missions that put them in contact with locals, are potentially a valuable source of information. A serious effort must be made at each echelon of command to fully exploit this potential. Leaders can enhance this effort by ensuring that collection and reporting tasks are trained and carried out at each echelon of activity. These tasks are discussed below.

Squad/Section/Patrol/TCP/Roadblock/Convoy Leader

- Train and integrate specific tactical questioning, interaction with the local populace and operational liaison questions in the planning, preparing, and executing patrols, TCPs or roadblocks, convoys, other, based on unit tasking and guidance.
- Fully prepare for and participate in the unit S-2's debriefing program (if necessary, demand the debriefing) after all patrols, TCPs or roadblocks, convoys, other.
- Report information based on visual observations, tactical questioning, interaction with the local populace and operational liaison either in preparation for the debriefing or immediate reporting of information of critical tactical value.
- Carefully carry out EPW/detainee and document handling during patrols, TCPs or roadblocks, convoys, other.
- Conduct CEM handling in accordance with Chapter 3 and local SOPs or OPORDs.

Platoon Leader

- Provide tasking and guidance to squad, section, patrol, TCPs or roadblocks, and convoy leaders on topic areas for tactical questioning based on unit tasking and guidance.
- Fully support the unit S-2's debriefing program and ensure it is mandatory that all patrols, TCPs or roadblocks, and convoy Soldiers participate in the debriefing.
- Reinforce the importance of the procedures for immediate reporting of information of critical tactical value.

Company/Troop/Battery Commander

- Provide tasking and guidance to platoon leaders on topic areas for tactical questioning based on unit tasking and guidance.
- Review intelligence preparation of the battlefield (IPB) products (especially those specific to their AO) and pass information to the battalion S-2 and/or brigade S-2 sections to improve their knowledge of the enemy and other aspects of the OE.
- Fully support the unit S-2's debriefing program and ensure it is mandatory that all patrols, TCPs or roadblocks, and convoy Soldiers participate in the debriefing.
- Reinforce the importance of the procedures for immediate reporting of information of critical tactical value.
- Act with caution on information reported by patrols and HCTs. Single-source, unanalyzed information can be misleading, and use of it should be tempered with all-source analyzed

Battalion S-2 Section

- Provide tasking and guidance to company, troop, or battery commanders on topic areas for tactical questioning based on unit PIRs.
- Provide intelligence and information (to include open-source information) focused on the company, troop, or battery to help Soldiers improve their cultural knowledge and situational awareness in order to conduct tactical questioning.
- Establish a program so that all patrols, TCPs or roadblocks, convoys, other, are debriefed (to doctrinal standards).
- Establish procedures for immediate reporting of information of critical tactical value.
- Coordinate HCTs and other intelligence support as appropriate.

Battalion S-3 Section:

- Establish a program so that all patrols, TCPs or roadblocks, convoys, other, are debriefed (to doctrinal standards).
- Brief friendly maneuver unit dispositions, including security forces.
- Help coordinate IPB process with the S-2.
- Prioritize individual, team, or crew personnel replacements.
- Help develop the initial ISR plan through close coordination with S-2 and the other staff members.
- Regularly disseminate information requirements as collection requirements or ISR tasks to patrols and subordinate units.
- Synchronize operations support to intelligence and to ISR integration through close coordination with the commander, Chief of Staff (Executive Officer), S-2 and the other staff members.
- Accept recommendations from the S-2 to refocus and retask assigned, attached, and supporting intelligence collection assets.
- Request support for higher and adjacent command intelligence collection, processing, and production.
- Adjust the production and dissemination portion of the intelligence synchronization plan.

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Appendix D
Civil Considerations

D-1. Civil considerations comprise the influence of manmade infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an AO on the conduct of military operations. Soldiers must not discount these factors in their daily observations since the attitude of the civilian populace greatly influences the outcome of military operations.

D-2. An appreciation of civil considerations—the ability to analyze their impact on operations—enhances several aspects of operations: among them, the selection of objectives; location, movement, and control of forces; use of weapons; and force protection measures. Civil considerations comprise six characteristics, expressed in the memory aid ASCOPE:

- **Areas:**
  - Where is the location of the government center and its condition?
  - Where are the agricultural, mining, and industrial regions and their condition?
  - Where are the trade routes and their condition?
  - Where are locations for possible dislocated civilian resettlement?
  - Where are the enemy strongholds?
- **Structures:**
  - Where are the bridges, communications towers, power plants, and dams located? Who is controlling them and what condition are they in?
  - Where are the churches, mosques, national libraries, hospitals, or other cultural sites?
  - Where are the jails, warehouses, television and radio stations, and print plants?
  - Where are toxic industrial materials being held?
  - How is the condition of the communication routes?
  - How is the condition of the supply routes?
  - Where are the supply points?
- **Capabilities:**
  - Can the local authorities provide the populace with key services such as food, emergency services, public safety, and public administration?
  - Are there adequate numbers of interpreters, laundry services, construction materials, and equipment?
  - What is the status of water supply?
  - What is the status of food, medicine, and other supplies?
  - What is the condition of roads, bridges, and alternate routes?
  - What is status of communication lines?
- **Organizations:**
  - What are the political boundaries within a city?
  - Where are the tribal delineations within an AO?
  - What nonmilitary groups are functioning in the AO?
  - Church groups, fraternal groups, patriotic or service organizations, labor unions, criminal organizations, and community watch groups.

    - Are these groups helping or hindering the situation?
    - Which NGOs are functioning in the AO or area of interest (AOI)? Are these groups helping or hindering the situation?
- **People:**
    - What nonmilitary personnel are in the AOI? Can they influence actions, opinions, or political influence?
    - Who are the key communicators?
    - How is the morale of the civilian populace?
    - How is the morale of troops?
    - How is the health of the populace? Do they all have access to medical care? If not, why not? How is the skill of local medical personnel? Has there been any mass sickness or epidemics?
    - Have there been any forced evacuations of civilians?
    - Have there been any voluntary evacuations of civilians?
    - Have civilians been exposed to propaganda? Who is controlling the propaganda? Have there been any counter-propaganda activities?
- **Events:**
    - When are the national and religious holidays?
    - When are the livestock, agricultural, and market cycles?
    - When are elections, civil disturbances, and celebrations?
    - Is the area prone to natural, manmade, or technological disasters?

Appendix E

Army Branch and Joint, Interagency, and Multinational Support to Information Collection and Intelligence Development

E-1. This appendix briefly discusses some of the types of information that Soldiers on the battlefield with different specialties can provide to the intelligence staff. It is essential to properly brief these assets so that they are aware of the intelligence requirements prior to their missions. It is equally essential to debrief the assets immediately upon completion of their missions while the information is still current in their minds. This helps to ensure that timely intelligence they may provide is available for further action. This cycle (brief-mission-debrief-intelligence and situation awareness) is continuous throughout operations.

AIR AND MISSILE DEFENSE

E-2. Air defense artillery (ADA) personnel perform multiple missions, especially when the enemy air threat is assessed as low or nonexistent. Air and Missile Defense (AMD) units can provide an awareness of the air picture either with their organic systems or indirectly through adjacent AMD units. The air picture can provide an understanding of the current threat posed by enemy unmanned aircraft systems (UASs), cruise missiles and rockets, mortars, and missiles. ADA personnel provide air defense protection and may have secondary non-AMD missions such as performing observation of named areas of interest (NAIs) or conducting patrols.

E-3. AMD systems, such as the Avenger, have acquisition systems and capabilities employable for other purposes. For example, the forward-looking infrared (FLIR) system on the Avenger may be employed along parts of the perimeter of forward operating bases (FOBs) to detect unusual or unauthorized traffic into, out of, or in the vicinity of the FOB at night, such as insurgent or special operations forces (SOF) attacks, infiltration and exfiltration, or black-market smuggling operations.

AVIATION

E-4. When determining enemy capabilities and COAs, aviation units can provide intelligence personnel with information on what air operations are feasible in a given AO. During operations, gun camera tapes and surveillance systems carried by aircraft can provide timely, thorough, and on-demand information to intelligence personnel. The stand-off capability of most aircraft can allow observation of threat forces and activities from tracking individual vehicles to determining locations of enemy obstacles.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR

E-5. During the planning process, chemical corps personnel can provide estimates on the effects of CBRN use in AOs as well as the location, types, and potential effects of toxic industrial material (TIM). Due to the prevalence of biological and TIM in many urban areas, chemical corps personnel may be crucial in identifying CBRN hazards that Soldiers may not normally recognize as a threat. They can also assist in determining if a CBRN hazard within the AO is a deliberate weaponized attack.

CIVIL AFFAIRS

E-6. CA can provide information to support friendly knowledge of information environment. They synchronize public education, public information, and other CA offices with PSYOP. CA can help to coordinate command and control target sets with the targeting cell. An indispensable addition is that CA can establish and maintain liaison or dialogue with indigenous personnel, NGOs, and private volunteer organizations (PVOs). By identifying, coordinating, and integrating CA offices, and HN support, CA can assist in improving the favorable view of US troops in the HN.

ENGINEERS

E-7. Engineers can provide significant amounts of information. They support mobility, countermobility, and survivability by providing maneuver and engineer commanders with information about the terrain, threat engineer activity, obstacles, and weather effects within the AO. During the planning process, engineers can provide specific information on the urban environment such as information on the effects that structures within the AO may have on the operation, bridge weight class and conditions, and information on most likely obstacle locations and composition.

E-8. Engineers provide a range of capabilities that enhance collection efforts. Each of the engineer functions may provide varying degrees of technical expertise in support of any given assigned mission and task. Generations of these capabilities are derived from and are organized by both combat and general engineer units with overarching support from geospatial means.

E-9. Topographic teams can provide both standard urban IPB products and operational decision aids. They can create or assist staffs in creating such products as No-Fire Area (NFA) overlays (hospitals, churches), trafficability overlays, target packages, refugee tracking products, line-of-sight surveys, reverse line-of-sight overlays, slope overlays, and critical infrastructure overlays. Additionally, topographic teams—

- Can provide specialized maps in the scales that are needed for operations in complex terrain.
- Can assist in creating special enemy decision support template (DST) products in conjunction with the intelligence staff including those that contribute to IED defeat.
- May create products in either vector or digital format. Vector products can be disseminated digitally and are much smaller than digital products.
- Function as a conduit for the broader range of geospatial products that may be available to the unit from joint, DOD, and other sources.

E-10. Further information on topographic engineer products and services is available at the Topographic Engineering Center (TEC) website: http://www.tec.army.mil.

EXPLOSIVE ORDNANCE DISPOSAL

E-11. EOD personnel can provide valuable information on the types of munitions that threat forces may use as well as their effects, recommended standoff distances, and possible methods of employment. EOD may provide trends regarding the type and origin of explosives found on objectives. These munitions may range from conventional land mines to all sorts of IEDs such as car bombs, booby-trapped artillery shells, remotely detonated homemade bombs, and suicide vests. EOD personnel can be a valuable asset during ISR planning.

FIELD ARTILLERY

E-12. The brigade's field artillery (FA) battalion has a variety of units that support target acquisition and combat assessment. The target acquisition radars (AN/TPQ 36 and AN/TPQ 37/47) of the target acquisition sections detect, identify, and locate threat artillery and mortar firing positions in the division AO or AOI.

INTERGOVERNMENTAL ORGANIZATIONS

E-13. IGOs will often have a presence in areas in which US forces may conduct operations, especially if those areas experience some type of unrest or upheaval prior to US operations. These IGOs include such agencies as the United Nations and the North Atlantic Treaty Organization (NATO). When providing support or considering offering support to the local populace, IGOs usually conduct assessments of the local areas that focus on understanding the needs of the local populace, the ability of the infrastructure to enable their support or aid to be effectively provided, and the general security situation and stability of the area.

E-14. Understandably, urban areas will be a primary focus of these reports since they are the central locations through which intergovernmental support will flow into an area. Copies of these reports may be available upon request from respective NGOs.

E-15. During US operations, IGOs may continue to maintain a presence. If they are willing to continue to provide copies of their assessments, their third-party view of the situation may provide intelligence analysts with valuable insights. This information of sharing—in both directions—could be integral for the success and legitimacy of friendly operations.

JOINT AND DOD ORGANIZATIONS

E-16. Many US Army operations are likely to be part of larger Joint operations. Army Intelligence staffs at all levels must make sure that they are familiar with the intelligence collection capabilities and methods of Navy, Air Force, Marine units, and Joint and DOD organizations operating in and around their AO. Joint operations generally bring more robust Intelligence capabilities to the AO, but require significantly more coordination to ensure that resources are being used to their fullest intelligence collection capabilities across the spectrum. Establishing intelligence reporting procedures ensures the reporting of critical intelligence to the end user in a timely manner.

E-17. The Defense Intelligence Agency (DIA) produces intelligence support packages (ISPs). The product includes graphics, land satellite (LANDSAT) and LANDSAT-digital terrain evaluation data (DTED) merge imagery, maps, target line drawings, photography (when available), and multiscale electro-optical (E-O) imagery. A target summary provides data on target significance, description, imagery annotations, node functions, air defenses, and critical nodal analysis. The production of the ISP is in response to the theater or joint task force (JTF) target list or a request for information (RFI). The ISP supports targeting of specific military and civilian installations.

E-18. Additionally, the DIA produces contingency support studies (CSSs) and contingency support packages (CSPs). The CSS has a large format imagery product (17 by 21 inches). It supports planning for theater operations and contingency planning. Text information includes weather and climate data, oceanography and landing beaches (amphibious operations), terrain analysis, and significant facilities. An overview map and a large-scale map of the target areas are included. The CSS focuses on an urban area, military facility, or significant terrain. It includes high-resolution E-O and LANDSAT imagery.

E-19. The CSP is a large format (17 by 21 inches) and a small format (8 by 13 inches) imagery product. The production of the CSP is in response to a specific crisis. The CSP is a mission-oriented product, typically supporting noncombatant evacuation operation (NEO). Imagery includes the embassy, the ambassador's residence, evacuation routes, avenues of approach (AAs), helicopter landing zones (HLZs), beaches, ports, and airfields. The format is similar to that of the CSS. It includes high-resolution imagery that supports the Section 1500 Department of State Emergency Action Plan.

E-20. The DIA also produces gridded reference graphics (GRGs). This large format imagery product (17 by 21 inches) provides an overview map, a small-scale imagery mosaic, and large-scale individual prints of a specific target area. The focus of GRG is typically on urban areas, but specific products can also cover large maneuver areas and lines of communication (LOCs). The GRG complements National Geospatial-Intelligence Agency (NGA) city graphics (1:25,000 to 1:10,000 scales) and provides excellent detail for urban mission planning.

E-21. According to NGA Geospatial Intelligence (GEOINT) Publication 1, dated June 2004, the NGA produces a range of useful products. These products include city graphics, urban features databases, gridded installation imagery (SECRET-level products), the geographic names database, terrain analysis products, imagery intelligence (IMINT) briefs, and annotated graphics.

E-22. One product that has proven to be very useful in recent multinational operations is the unclassified 1-millimeter resolution imagery with grid overlaid, a street names index, and an index of numbered (key) features. Classified NGA products are available through intelligence channels and NGA representatives and support teams, on the Secret Internet Protocol Router Network (SIRPNET) at www.NGA.smil.mil and through Joint Worldwide Intelligence Communications System (JWICS) at www.nga.ic.gov. Classified image product libraries are accessible through the SIPRNET and JWICS terminals. Unclassified NGA products are available through the unit supply system, topographic teams, and NGA representatives and support teams. Some products, such as the geographic names database (on the GEOnet Names Server) are available through the NGA website (www.nima.mil). For assistance with download issues from NGA websites, call the Customer Help Desk at 1-800-455-0899.

E-23. NEO intelligence support handbooks (NISHs) are prepared by the unified commands to support NEO and hostage recovery operations planning. One is available for every American Embassy. These documents are classified SECRET. Contents include small format imagery (8 by 11 inches) and a text product. The NISH includes overhead imagery of ports, airfields, HLZs, potential evacuation routes, and beaches as well as photography and diagrams of pertinent US Government facilities in the country. Intelligence personnel must consider the currency of this information during planning.

HOST NATION AUTHORITIES

E-24. HN authorities and former local national authorities know their populations and local infrastructure best. Key information can be gained from cooperative local national authorities or former authorities. Analysts must always be careful to consider any bias these authorities have arising from any number of reasons. Some examples of the types of information that local national authorities can provide are discussed below.

- Politicians usually know their populations very well. They can provide detailed socio-cultural information on the populace within their region of control (for example, economic strengths and weaknesses or religious, ethnic, and tribal breakdowns). They are also usually aware of the infrastructure. Obviously, intelligence analysts must be aware that information provided by these personnel generally will be biased and almost certainly slanted in the long-term favor of that individual.
- Police can provide information on local criminal organizations, local ethnic breakdowns, and key terrain within their AOs. During stability operations, it would be useful to pay attention to the local police precinct boundaries when designating unit boundaries within an urban area. Dividing local national police boundaries between multiple US unit boundaries can cause liaison problems and confusion on both sides whenever US forces have to work with local national police forces. Additionally, local national police forces will have been conducting operations in their urban environment prior to US operations and will have adjusted precinct boundaries into manageable sections based on the number of police personnel available, areas requiring concentration based on high criminal activity or unrest, and, where applicable, religious, ethnic, or tribal breakdowns.
- Fire department personnel often have ready access to blueprints of the structures within their precincts, information on fire escapes, and other building safety-related information as well as detailed information on their structural composition (and the fire threat in individual buildings or whole blocks of a city).
- Public works personnel are uniquely familiar with the infrastructure of the city. They can provide information on the critical points in the city that must be secured in order for public services to be maintained; they can provide key information on AAs throughout the city (especially underground service passages and sewer and drainage systems).
- City halls in many parts of the world are also repositories of key records on the infrastructure of the city. They may contain detailed maps of the city, key city infrastructure information, and blueprints of the buildings in the city.

MEDICAL

E-25. Health issues are always a potential threat, and the commander must be advised of potential health threats that may influence operations. Outbreaks of disease may not only affect friendly and enemy personnel directly but also require US forces to provide medical support to civilians within the AO; this can potentially cause a major drain on or even require the reallocation of resources.

E-26. The Armed Forces Medical Intelligence Center (AFMIC) is responsible for producing finished intelligence on foreign military and civilian medical capabilities, infectious disease and environmental health risks, and S&T developments in biotechnology and biomedical subjects of military importance. Staffs can obtain Medical Intelligence information through their intelligence channels or directly from AFMIC via their website http://mic.afmic.detrick.army.mil/. In an emergency, up-to-date medical intelligence assessments can be obtained by contacting Director, AFMIC, 1607 Porter Street, Fort Detrick, MD 21702-5004. The message address is DIRAFMIC FT DETRICK MD. Medical intelligence elements and AFMIC can provide the following reports:

- Medical Capabilities Studies.
- Disease Occurrence—Worldwide Reports.
- Foreign Medical Materiel Studies.
- Disease and Environmental Alert Report.
- Foreign Medical Facilities Handbook.
- Scientific and Threat Intelligence Studies.
- Foreign Medical Materiel Exploitation Reports.
- Quick Reaction Responses.
- AFMIC Wire.

E-27. The AFMIC 24-Hour Service and RFI telephone number is commercial (301) 619-7574 or DSN 343-7574. The e-mail address is afmicops@afmic.detrick.army.mil.

E-28. During the planning process, medical support personnel at individual units can provide information on the nature of local health risks associated with the AO and preventive measures that the unit or unit personnel may take to mitigate or avoid these risks. Medical personnel can also help coordinate a medical survey to pinpoint existing hospitals, clinics, sanitariums, blood banks, pharmaceutical industries, medical supply warehouses, veterinary and public health facilities, as well as to identify key indigenous medical personnel within the AO.

E-29. During an operation, medical personnel will monitor and report any new health risks that emerge. Intelligence on the enemy medical status is also valuable. Not only does it disclose enemy strengths and weaknesses but also it can alert friendly medical units as to what diseases and conditions for which EPWs/detainees might require treatment.

E-30. Medical personnel are a prime source of information provided that they are trained on how to observe and report pertinent data. Types and frequency of wounds and disease, type and utility of captured enemy medical supplies, and observations of the local populace are all important sources of information that medical personnel should provide.

E-31. Medical personnel are a prime source of intelligence if they are sensitized to observe and report pertinent data. Types and frequency of wounds and disease, attitudes of EPWs/detainees undergoing treatment, type and utility of captured enemy medical supplies, and observations of the local populace are all important sources of information that medical personnel should provide.

E-32. Medical personnel can also be invaluable in detecting the use of chemical or biological weapons by seeing their effects on people. These agents may be more difficult to detect in urban areas specifically because of the closeness of the population, the sanitary problems associated with cities, and the general breakdown of support services and infrastructure.

MILITARY POLICE

E-33. Whether they are conducting area security operations, maneuver and support operations, internment and resettlement, or law and order operations, Military Police personnel normally have a presence across large parts of the battlefield. During stability operations, they will normally maintain a liaison with local national law enforcement officials. In some cases, they may temporarily assume Customs duties, as they did at the main airport outside Panama City during Operation JUST CAUSE. Military Police are generally trained better in the art of observation than regular Soldiers; with their presence at critical locations on the battlefield, they can provide a wealth of battlefield information if they are properly briefed on current intelligence requirements.

E-34. Military Police conduct police intelligence operations (PIO), which ensure that information collected during the conduct of Military Police functions is provided as input to the intelligence collection effort. PIO supports, enhances, and contributes to the commander's FP program, the common operational picture, and situational understanding.

E-35. Military Police also maintain a detainee information database that can also track detainees in stability operations. Information from this database can be useful to intelligence personnel, especially when constructing link diagrams and association matrixes. Military Police personnel must be synchronized with Military Intelligence personnel when determining whether or not individual detainees should be released.

MULTINATIONAL

E-36. Due to classification issues, sharing intelligence during multinational operations can be challenging. It may be the case that US forces are working in a coalition-type force which contains both member countries with whom the US has close intelligence ties and others with whom the US has few or no intelligence ties. In many cases, intelligence personnel from other countries have unique skills that can significantly contribute to the friendly intelligence effort.

E-37. Establishing methods of exchanging battlefield information and critical intelligence as well as coordinating intelligence collection efforts can be crucial to the overall success of the mission. Reports from coalition members will fill intelligence gaps for the US forces and the coalition as a whole.

E-38. The unique perspective of some of the coalition forces may provide US intelligence analysts with key insights. For example, during the Vietnam War, Korean forces used to living in environments similar to Vietnamese villages often noticed anomalies that Americans missed, such as too much rice cooking in the pots for the number of people visible in the village. Likewise, few countries have the sophisticated intelligence collection assets available to US forces, and information that the US may provide could be critical both to their mission success and to their force protection.

NON-GOVERNMENT ORGANIZATIONS

E-39. As with IGOs, NGOs will often have a presence in areas in which US forces may conduct operations. Since most of these organizations are concerned with providing support to the local populace, their presence tends to be especially prominent in areas experiencing or that recently experienced some type of unrest or upheaval prior to US operations, during US operations, or following US operations. These organizations include such agencies as the International Committee of the Red Cross (ICRC), Médecins Sans Frontières (Doctors Without Borders), and the Red Crescent.

E-40. When providing or preparing to provide support to the local populace, these organizations usually conduct assessments of the local areas that focus on understanding the needs of the local populace, the ability of the infrastructure to enable their support or provide aid, and the general security situation or stability of the area. As with IGOs, NGOs usually focus on urban areas as the hubs into which their support will flow to enable efficient distribution of support to the areas with the most urgent need.

E-41. NGOs strive to protect their shield of neutrality in all situations and do not generally offer copies of their assessments to government organizations, but it is often in their interest to make US forces aware of their operations in areas under US control. Representatives of individual NGOs operating in areas under US control may provide US forces with their detailed assessments of those areas in order to gain US support either in the form of additional material aid for the local populace or for security considerations.

E-42. Individual NGO members are often highly willing to discuss what they have seen during their operations with US forces personnel. In the past, some NGOs have been usurped fronts for threat organizations seeking to operate against US forces. Intelligence analysts must therefore carefully evaluate information provided by NGO personnel.

OPEN-SOURCE INFORMATION

E-43. Open-source information can be of great value in preparing for and conducting operations. The Foreign Broadcast Information Service (FBIS) monitors foreign media and provides summaries to authorized US Government personnel. FBIS operates an Open-Source Portal on the Internet at https://www.opensource.gov. You must request an account and password the first time you log on to the site.

E-44. DOD also publishes a daily (weekday) summary of US print media stories of interest to DOD personnel. These summaries can provide intelligence analysts with insight into the views of local nationals and government in an AO, as well as the views of other countries and factions within the region that could influence those operations.

E-45. The Internet offers quick access to numerous types of information, especially during the initial IPB conducted immediately following a WARNO that identifies a potential AO. Maps and general information are available on most areas of the world. The open-source information available on these areas ranges from tourist-type information to detailed governmental and military information, as well as detailed studies (for example, population distribution and movement, infrastructure evaluations) of all sorts.

E-46. The Department of the Army Intelligence Information Services (DA-IIS) maintains several open-source intelligence websites. The DA-IIS Country Research Portal on the Army Knowledge Online (AKO) website is located at: https://www.us.army.mil/suite/page/132281. The Research Portal has links to News Media websites, Intelligence Community websites, Analyst Reference websites, and Unified Command websites.

E-47. When dealing with open-source intelligence, intelligence professionals must consider the reliability, credibility, and biases of each source of information.

PSYCHOLOGICAL OPERATIONS

E-48. Due to the nature of PSYOP, PSYOP Soldiers must have a thorough understanding of the local populace to include cultural information and must fully understand the effects that their operations are having on the local populace. They inform the supported commander about the psychological effects that US military activities may have on the local national population. Intelligence personnel can leverage this information which can provide key insights into the current mood of local nationals.

E-49. PSYOP studies are prepared by the US Army 4th Psychological Operations Group, strategic studies detachments (SSDs), and the National Ground Intelligence Center (NGIC). There are three types of PSYOP studies:

- The PSYOP Annex to Military Capabilities Study (MCS), which summarizes PSYOP relevant issues.
- The Special PSYOP Study (SPS) which addresses such subjects as specific target groups, regional or geographical areas, social institutions, and media analysis. The SPS may also discuss perceptions towards the US or issues important to specific population groups.
- The Special PSYOP Assessment (SPA), which is a time-sensitive intelligence memorandum (usually an electronic message) providing assessments of significant crisis situations, events, or issues from a PSYOP standpoint.

E-50. Requests for any of the three PYSOP studies are made through PSYOP or SOF units or staff liaison elements supporting the Joint Forces Command (JFC). Some of these studies are also available from the intelligence link (INTELINK) of the Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES).

SCOUTS, SNIPERS, AND OTHER RECONNAISSANCE

E-51. Scouts, snipers, and other reconnaissance assets can provide valuable information on enemy forces and the OE. Traditionally, scouts, reconnaissance assets, and snipers are used in surveillance roles (passive collection) from a standoff position. Stability operations may require a more active role (reconnaissance) such as patrolling for some of these assets, especially in complex terrain. When employed in a reconnaissance role (active collection), these assets tend to be most useful when accompanied by an interpreter who allows them to interact with people that they encounter, which allows them to better assess the situation.

E-52. The reconnaissance squadron is the brigade’s primary ISR asset. It consists of a headquarters and headquarters troop and three reconnaissance troops.

E-53. A scout platoon is organic to each infantry battalion. The platoon is capable of ground reconnaissance, counterreconnaissance, or screening in support of battalion operations. The battalions also use their infantry and armor units to conduct patrols and establish checkpoints, listening posts, and observation posts.

E-54. Additionally, the presence of patrols, particularly in stability operations, may directly influence what they observe. Insurgents or local nationals may change their habits or actions either consciously or subconsciously when friendly patrols are in their area.

E-55. Scouts and reconnaissance patrols can also provide the grid coordinate of key locations for future use. It is often useful to have 10-digit MGRS coordinates for key locations within the AO for contingency operations. However, without a physical description of the location, a 10-digit grid can be useless when sending personnel or delivering remote weapons fire to that location. Because of complexities within some AOs, a physical description of the key location is essential to ensure accuracy. Additionally, the use of landmarks—preferably ones that are visible from overhead (such as road intersections, bridges)—are highly desirable in order to confirm the location.

E-56. Snipers are trained observers who can provide clear SALUTE spot reports that may help clarify a situation. Sniper teams operate in a stealthier mode with the intent that they remain unobserved. For example, in a gathering of people, snipers can identify the probable leaders, the sex and size of the group, and any equipment they may be carrying. Additionally, specialized optics and night vision devices make snipers valuable information collectors in a wide range of conditions. Snipers are also trained as trackers and may be able to use those skills to give the commander valuable information on which to act immediately.

SPECIAL OPERATIONS FORCES

E-57. SOF usually enter a theater prior to the deployment of conventional Army units. In such instances, the Joint Special Operations Task Force (JSOTF) commander may elect to employ Special Operations Command and Control Element (SOCCE) to coordinate special operations with conventional ground force headquarters or, if supporting another command, the SOCCE facilitates the supporting commander’s responsibilities. Their ability to observe and report can provide invaluable intelligence on the current situation in the AO. SOF personnel usually live among the local nationals and must get to know and understand in detail the culture of the local national population within their AO. The SOCCE or SOF liaisons can provide commanders and intelligence staffs with information as well as valuable real-time intelligence.

E-58. SOF liaisons, such as the SOCCE, can provide the commander and intelligence staff with access to this information as well as valuable real-time intelligence. The SOCCE is a C2 element augmented with a communications package, equipment, and selected personnel as required by METT-TC.

E-59. The mission of the SOCCE is to synchronize and deconflict operations between SOF and other forces. There is no strict task organization or size requirement. Additionally, the Special Operations Command maintains a historical database of AARs and lessons learned—the Special Operations Debrief and Retrieval System—for every mission that a SOF team conducts. This database is accessible from the US Special Operations Command homepage on the SIPRNET.

TRANSPORTATION AND LOGISITICS

E-60. Transportation and logistics personnel are constantly moving personnel and supplies up and down LOCs and throughout the AO. For that reason they are valuable sources of current information. These personnel provide information regarding the status of LOCs, civilian population movements, the impact of weather on movement, and notable activity in populated areas. These assets can provide information that assists in understanding the AO, especially in stability operations.

E-61. In order to leverage these sources for intelligence purposes, intelligence staffs must ensure that procedures are in place to brief transportation personnel on the current intelligence picture, the intelligence requirements, reporting procedures for getting critical information into the unit intelligence channels, and to ensure that transportation personnel are debriefed as soon as possible upon completing their missions.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AA	avenue of approach
AAR	after-action review
ADA	air defense artillery
ADP	automated data processing
AFMIC	Armed Forces Medical Intelligence Center
AKO	Army Knowledge Online
AMD	Air and Missile Defense
AO	area of operations
AOI	area of interest
AOR	area of responsibility
ASCOPE	areas, structures, capabilities, organizations, people, and events
BCT	brigade combat team
BDA	battle damage assessment
Bde	brigade
BEN	basic encyclopedia number
Bn	battalion
CA	Civil Affairs
CAT	category
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high yield explosives
CCIR	commander's critical information requirement
CED	captured enemy document
CEM	captured enemy materiel
CI	counterintelligence
CID	criminal investigation division
CMEC	Captured Materiel Exploitation Center
COA	course of action
CONUS	continental United States
CP	command post
CSP	contingency support package
CSS	contingency support study
DA-IIS	Department of the Army-Intelligence Information Services
DCGS-A	Distributed Common Group System-Army
DIA	Defense Intelligence Agency
DOCEX	document exploitation
DOD	Department of Defense

DPRE	displaced persons, refugees, or evacuees
DST	decision support template
DTED	digital terrain evaluation data
DTG	date-time group
EEFI	essential elements of friendly information
EEI	essential elements of information
E-O	electrical-optical
EOD	Explosive Ordnance Disposal
EPW	enemy prisoner of war
ES2	Every Soldier is a Sensor
FA	field artillery
FBCB2	Force XXI Battle Command, Brigade and Below
FBIS	Foreign Broadcast Information Service
FFIR	friendly forces information requirement
FHA	foreign humanitarian assistance
FLIR	forward-looking infrared
FOB	forward operating base
FRAGO	fragmentary order
GEOINT	Geospatial Intelligence
GPS	Global Positioning System
GRG	gridded reference graphic
HCT	HUMINT collection team
HLZ	helicopter landing zone
HN	host nation
HUMINT	human intelligence
ICRC	International Committee of the Red Cross
IED	improvised explosive device
IG	Inspector General
IIR	intelligence information report
IMINT	imagery intelligence
INTELINK	intelligence link
IPB	intelligence preparation of the battlefield
IPI	indigenous personnel and institutions
IR	information requirement
ISP	intelligence support package
ISR	intelligence, surveillance, and reconnaissance
IST	Intelligence support team
JFC	Joint Forces Command
JSOTF	Joint Special Operations Task Force

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JTF	joint task force
JUMPS	Job, Unit, Mission, PIR, Supporting Information
JWICS	Joint Worldwide Intelligence Communications System
LANDSAT	land satellite
LOC	line of communication
MCS	Military Capabilities Study
MDMP	military decision-making process
METT-TC	mission, enemy, terrain and weather, troops, time available, and civil considerations
MGRS	Military Grid Reference System
MI	Military Intelligence
MOE	measure of effectiveness
MOP	measure of performance
MOS	military occupational specialty
MSO	military source operations
NA	not applicable
NAI	named area of interest
NATO	North Atlantic Treaty Organization
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operation
NFA	no-fire area
NGA	National Geospatial-Intelligence Agency
NGIC	National Ground Intelligence Center
NGO	nongovernmental organization
NISH	NEO Intelligence Support Handbook
NVA	North Vietnamese Army
OB	order of battle
OIC	officer in charge
OMA	Office of Military Affairs
OMT	operational management team
OPLAN	operations plan
OPORD	operations order
OSPEC	operations security
PA	Public Affairs
PDA	Personal Digital Assistant
PIO	police intelligence operations
PIR	priority intelligence requirement

POL	petroleum, oils, and lubricants
POW	prisoner of war
PSYOP	psychological operations
PVO	private volunteer organization
QRF	quick reaction force
RFI	request for information
ROE	rules of engagement
S&T	scientific and technical
S-2X	CI and HUMINT staff officer
SALUTE	size, activity, location, unit, time, equipment
SCO	source contact operations
SIPRNET	Secret Internet Protocal Router Network
SIR	specific intelligence requirement
SJA	staff judge advocate
SOCCE	Special Operations and Command and Control Element
SOCRATES	Special Operations Command Research, Analysis, and Threat Evaluation System
SOF	Special Operations Forces
SOFA	Status of Forces Agreement
SOI	signal operating instruction
SOP	standing operating procedure
SPA	Special PSYOP Assessment
SPS	Special PSYOP Study
SSD	strategic studies detachment
TAC HUMINT Ops	Tactical HUMINT Operations
TCP	tactical control point
TEC	Topographic Engineerin Center
TECHINT	technical intelligence
TIM	toxic industrial material
TLP	troop-leading procedure
TM	target material
TOT	time over target
TS	Top Secret
TTP	tactics, techniques, and procedures
UAS	unmanned aircraft system
UCMJ	Uniform Code of Military Justice
USAIC	US Army Intelligence Center
USMTF	US Message Text Format
UTM	universal transverse mercator

WARNO	warning order
WFF	warfighting function
WIT	weapons intelligence team
WO	warrant officer

SECTION II – TERMS

dislocated civilian

(DOD) A broad term that includes a displaced person, an evacuee, an expellee, an internally displaced person, a migrant a refugee, or a stateless person.

Intergovernmental organization

(DOD) An organization created by a formal agreement (for example, a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, NATO, and the African Union.

J-2X(DOD)

The staff element of the intelligence directorate of a joint staff that combines and represents the principal authority for counterintelligence and human intelligence support. See also counterintelligence; human intelligence.

noncombatant

(Army) **1.** An individual, in an area of combat operations, who is not armed and is not participating in any activity in support of any of the factions or forces inolved in combat. **2.** An individual, such as chaplain or medical personnel, whose duties do not involve combat. (FM 1-02)

operational environment

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 1-02)

operational liaison

Consists of contacts or intercommunication maintained between elements of military force, other agencies, or key leaders in an AO in the normal course of duties to ensure mutual understanding and unity of purpose and action.

tactical questioning

(Proposed Army) The questioning of the local population (noncombatants and detainees) for information of immediate tactical value.

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