

Actionable

Running head: GAINING ACTIONABLE INTELLIGENCE THROUGH HUMAN

Gaining Actionable Intelligence through Human Intelligence Techniques

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Outline

Thesis: Although in past conflicts, all disciplines of the United States Army intelligence collection system worked effectively, on today's non-conventional battlefield gaining actionable intelligence using the Human Intelligence discipline is more effective.

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Abstract

Providing actionable intelligence is becoming a task of not only our Military Intelligence community but also the individual Soldier on the battlefield. Fighting an asymmetric war can render some disciplines our intelligence collection system ineffective. Fortunately, the use of human intelligence to gain actionable intelligence is very effective.

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Gaining Actionable Intelligence through Human Intelligence Techniques

During any type of conflict, it is imperative to have information superiority while preventing adversaries from doing the same. The United States strives to obtain information superiority on the battlefield by gathering battlefield information and analyzing it. Through analysis, this gathered information becomes intelligence. According to FM 34-3, “intelligence enables commanders to use their combat power effectively to win the decisive battles and it helps them identify and attack high payoff targets” (pg 1-1). Since the beginning of Operation Iraqi Freedom, the use of conventional intelligence collection systems and processes has not been effective forcing an intelligence transformation. A product of this transformation is the formation of the term actionable intelligence. Although in past conflicts, all disciplines of the United States Army intelligence collection system worked effectively, on today’s non-conventional battlefield gaining actionable intelligence using the Human Intelligence discipline is more effective.

Pre-Iraq War Intelligence

The United States Senate’s Committee on Intelligence Report pertaining to pre-war intelligence on Iraq’s weapons of mass destruction concluded that there were many failures in the gathering and analysis process of intelligence leading up to the invasion of Iraq. Consequently, inaccurate intelligence can lead to unjustified decisions by the government and further mislead the American public. The Senate Report on Pre-war Intelligence on Iraq (2008, March 4) “identified a failure to adequately supervise analysts and collectors, and a failure to develop human sources of intelligence (HUMINT) inside Iraq after the departure of international weapons inspectors in 1998”. This report also

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solidified the need to transform the intelligence collection system. Actionable intelligence came to the forefront.

What is Actionable Intelligence

“Actionable Intelligence means providing commanders and Soldiers a high level of situational understanding, delivered with speed, accuracy and timeliness, in order to conduct successful operations, according to the charter of the focus area task force on the subject” (Burlas, 2004, Actionable Intelligence relies on every Soldier, para. 1).

Providing actionable intelligence is becoming a task of not only our Military Intelligence community but also the individual Soldier on the battlefield. The Soldier will now contribute to and be a recipient of intelligence. Actionable Intelligence is shared within not only local units and commands, but across the joint spectrum for use at all levels by decision makers.

Techniques used to obtain Actionable Intelligence

In past conflicts, the system developed to gain intelligence was based on the adversary's equipment and doctrine. This system has become ineffective since the beginning of the Global War on Terrorism. Since the invasion of Iraq and the downfall of its armed forces, the rise of insurgency and unconventional tactics slowed coalition forces ability to gain actionable intelligence. Therefore, the need to transform the intelligence system has come to the forefront.

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Obstacles for Gaining Actionable Intelligence

At first, leaders did not understand the battle tactics of the adversary. The rise of insurgency and unconventional tactics used in Iraq left leaders with no solutions to gaining actionable intelligence. The enemy had the ability to blend into the regular population and attack or ambush with no warning. This caused disciplines of intelligence such as imagery and surveillance operations, electronic reconnaissance, and combat patrols to be useless. Raiding the local neighborhoods in the middle of the night during counterinsurgency operations angered Iraqi citizens. These raids and detainment of husbands and other male relatives within a family rendered an obstacle in gathering intelligence through local population. In fact, Iraqi citizens gained a negative perception of the coalition forces.

According to an article written by Colonel (COL) Baker (2007), it was a challenge to train leaders, organize intelligence cells, and train Soldiers in obtaining actionable intelligence while engaged in combat operations. From directives on intelligence transformation and observations, he developed a plan of action that proved to be effective using the human intelligence discipline. He called it Human intelligence-centric operations. One problem he faced was the lack of military intelligence personnel. He enforced his plan by training leaders and Soldiers in gathering human intelligence.