

Chapter 5

Coordination of Intelligence Support and Integration of Information Operations into Targeting

INTELLIGENCE SUPPORT TO INFORMATION OPERATIONS

5-1. An important synergy exists between IO and the intelligence and fires warfighting functions. Among the doctrinal tasks of the intelligence warfighting function is providing support to IO, IRCs, and targeting. The integration of IO into the targeting process—a task managed within the fires warfighting function—is important to mission accomplishment across the range of military operations.

5-2. *Intelligence* is the product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations (JP 2-0). IO planning and execution rely on the existing intelligence capabilities of the command to provide support. IO significantly increases the demand for intelligence to support detailed analysis of the information environment and the adversary's use of the information environment.

5-3. Intelligence support to IO is an intelligence community task. Agencies outside the intelligence community provide information that contributes to the overall support of IO that is integrated into intelligence products supporting the mission. The intelligence staff is responsible for coordinating and overseeing all command intelligence; however, each staff section and element involved in planning and execution has a responsibility to assist in this task. Thus, IO planners work closely with intelligence personnel throughout the intelligence process to ensure ethical, effective, and efficient intelligence support. Additionally, the IO staff conducts its own research and analysis.

5-4. Intelligence support to IO is continuous and typically requires long-lead times. The intelligence necessary to affect the perceptions and decision making of enemies, adversaries, or other audiences often requires that units position and employ specific sources and methods to collect the information and conduct the analyses needed for the information operation. The challenge is to get the right information and intelligence at the right time.

5-5. As in other intelligence activities, intelligence analysts should avoid describing or portraying the adversary's actions in the information environment as a mirror image of friendly IO concepts, doctrine, and tactics, techniques, and procedures. Culturally, the enemy or adversary is unlikely to think or act as the United States does.

5-6. Key terms used in this section are defined below:

- *Information requirement.* Any information elements the commander and staff require to successfully conduct operations (ADRP 6-0).
- *Intelligence requirement.* A requirement for intelligence to fill a gap in the command's knowledge or understanding of the operational environment or threat forces (JP 2-0).
- *Priority intelligence requirement.* An intelligence requirement that the commander and staff need to understand the threat and other aspects of the operational environment (JP 2-01). The commander designates PIRs. Information requirements not designated by the commander as PIRs become intelligence requirements.

- *Intelligence estimate.* The appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determining the courses of action open to the enemy or adversary and the order of probability of their adoption (JP 2-0).
- *Intelligence preparation of the battlefield.* The systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations (ATP 2-01.3).

INFORMATION OPERATIONS AND THE INTELLIGENCE PROCESS

5-7. All intelligence for the commander and staff, including that needed for IO, is produced as part of the intelligence process. By working closely with the intelligence staff officer during the intelligence process, IO planners can minimize intelligence gaps and maximize available intelligence and collection assets to develop a reasonably accurate understanding of the information environment and a representative and reliable model of adversary operations in the information environment. To integrate into the intelligence process, IO planners—

- Identify IO-specific intelligence gaps concerning the information environment and adversary operations in the information environment, recommend intelligence requirements as PIRs, and submit requests for information to fill the gaps.
- Become familiar with available collection assets, capabilities, and support relationships (direct support or general support). Planners determine time requirements for each collection asset and consider the capabilities and limitations of the assets that will perform the mission.
- Coordinate with the collection manager to ensure information requirements for IO are considered for inclusion as collection tasks. Ensure that IO-specific information requirements are matched to the correct information collection asset.
- Establish relationships with key intelligence personnel.
- Vet all intelligence products developed from reachback support and other external sources through the intelligence staff officer to avoid disconnected analysis.
- Provide feedback on the quality of intelligence provided and its usefulness to facilitate refinement.
- Assess the intelligence support provided to improve the working relationship with the intelligence staff while providing feedback to the intelligence analyst for improvements.

INTELLIGENCE “PUSH” AND “PULL”

5-8. Intelligence is disseminated by the “push” or “pull” principle. For “push,” IO planners coordinate with the intelligence staff to get access to the dissemination means that have IO-pertinent products. This is accomplished by working with the intelligence analysts to get IO-specific information requirements injected into the collection cycle, nominating PIRs for either the information environment or adversary actions in the information environment, and coordinating with higher headquarters’ IO staffs to routinely receive distribution of intelligence products. To “pull” intelligence from the intelligence staff, IO planners coordinate for access to those assets and systems that have IO-relevant information and intelligence, attend intelligence staff updates and fusion meetings, and coordinate with units.

5-9. Publically available information is an often overlooked way to get information and intelligence. Much useful information about the populace and media is available from public sources, including social media. This information often addresses the IO’s information requirements. Like other aspects of planning, IO planners conduct their own open-source research.

REQUESTS FOR INFORMATION

5-10. Intelligence production is requirements-driven. Units use requests for information to request specific information and intelligence. Each command has its own requests for information format and procedures; however, each observes the following rules when developing requests for information:

- **Conduct initial research.** Units try to find the information or intelligence on their own, using requests for information to get information not readily available. Units list sources already checked so the intelligence analyst does not waste time working with materials and products that lack the requested information.
- **Clearly state the requirement.** Units describe—as specifically as possible—the information needed. Units avoid language and terms associated solely with IO, as well as requests for a particular type of intelligence (for example, signals or human intelligence). Units limit requests for information to one question per request.
- **Justify the request.** Units articulate why the request is important. For greater priority, units tie the requests for information to a PIR.
- **State accurately the latest time the information will be of value.** Units state when information will no longer be useful, being truthful about the date. The information that units provide affects collection management and assets dedicated for higher-priority missions.

INTELLIGENCE PREPARATION OF THE BATTLEFIELD

5-11. The basis of intelligence support to IO is the IPB process, a prerequisite to planning any operation. The intelligence staff officer, with assistance and input from the staff, uses IPB to define the AO, describe the area of interest, describe the IPB's effects, evaluate the threat, and determine threat courses of action. During IPB, the IO officer works with the intelligence staff section to determine threat capabilities and vulnerabilities in the information environment regarding both the threat and other relevant targets and audiences in the AO and to determine IO-related factors to consider during each IPB step (see discussion beginning with paragraph 2-8 for analyzing the information environment and adversary operations in the information environment).

INFORMATION OPERATIONS INTEGRATION INTO TARGETING

5-12. Even before planners integrate IO into targeting, they integrate it into Army design methodology and planning; it cannot be an afterthought. Although IO synchronizes IRCs to create both lethal and nonlethal effects, commanders often consider nonlethal IO effects as secondary to lethal effects, particularly at lower echelons. As a result, commanders have tended to request them late or after-the-fact. Given the long lead times that several IRCs require to secure authorization or create effects, this last-minute approach to their employment prevents their effects from being either timely or effective.

5-13. Army design methodology, planning, and targeting are the overarching processes used to support decision making and mission accomplishment. They form the basis for identifying and then integrating lethal and nonlethal actions necessary to achieve the commander's intent. Army design methodology focuses on comprehending the problem, understanding the operational and information environments, and developing an operational approach that underpins subsequent planning. Planning focuses on solving the problem by developing detailed plans and concepts of operation. Targeting enables units to select and prioritize targets and then match the appropriate lethal and nonlethal responses to them. Commander's intent and guidance, as developed in design and planning, largely drive targeting. The commander provides guidance on objectives, priorities, and lethal and nonlethal effects (for example, deny, disrupt, delay, suppress, neutralize, destroy, or influence).

TARGETING OVERVIEW

5-14. *Targeting* is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). A *target* is an entity or object that performs a function for the adversary considered for possible engagement or other action (JP 3-60). It may be an area, complex, installation, force, equipment, capability, function, individual, group, system, entity, or behavior identified for possible action to support the commander's intent, objectives, and guidance. Targets relate to objectives at all levels—strategic, operational, and tactical. *Fires* is the use of weapon systems or other actions to create specific lethal or nonlethal effects on a target (JP 3-0). The nature of the target or threat, the conditions of the mission variables (mission, enemy, terrain and weather, troops and support available, time available, and civil considerations), and desired outcomes determine whether actions need to be lethal or nonlethal.

TARGETING PROCESS CONSIDERATIONS

5-15. FM 3-13 provides an overview of IO and targeting and ATP 3-60 is the Army's targeting primer. Paragraphs 5-16 through 5-23 discuss additional considerations for commanders and staffs on integrating IO into the targeting process or methodology.

Note. In this discussion, targeting process, cycle, and methodology are used synonymously.

Various Targeting Cycles

5-16. While targeting occurs at all echelons, it expands dramatically at the operational and strategic levels. Tactical maneuver units will almost exclusively employ the *decide, detect, deliver, and assess* (known as D3A) targeting process. Brigade and above elements employ a mix of cycles, depending on whether they are executing a multi-domain battle or participating in joint operations or both (see figure 5-1). Actions that can create effects on targets are identified in the IO working group. These actions against specific targets are submitted to the targeting working group and ultimately the targeting board for approval.

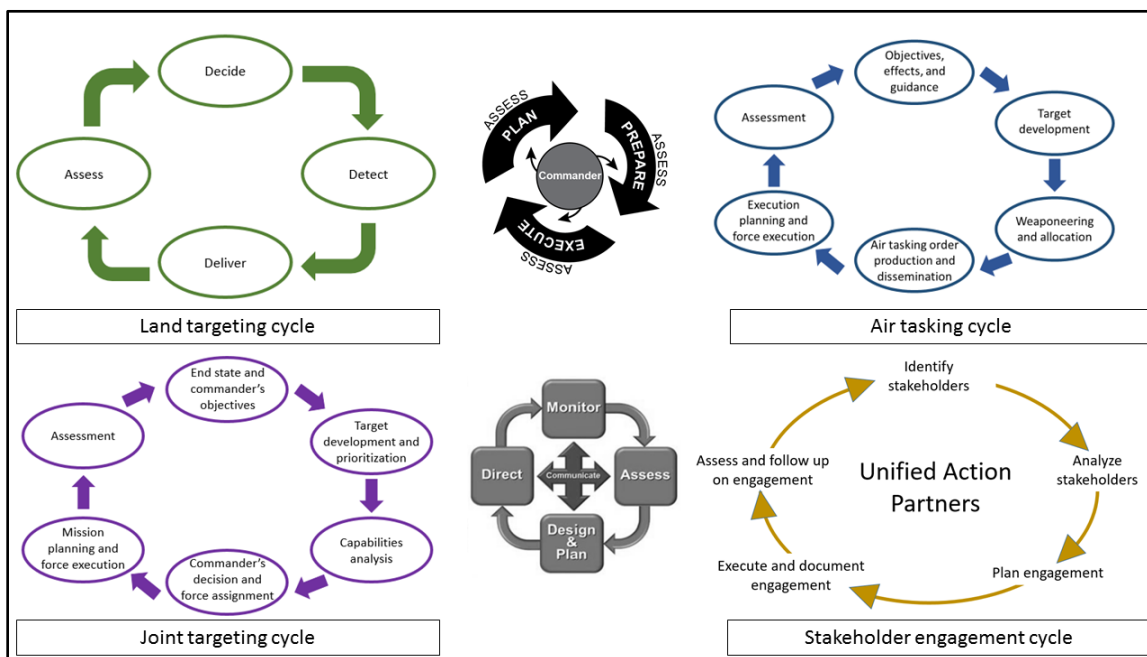


Figure 5-1. Various targeting processes that contribute to decision making and mission accomplishment

Targeting Categories

5-17. Two categories of targeting exist: deliberate and dynamic. Deliberate targeting includes planned targets either scheduled or on-call. Dynamic targeting includes targets of opportunity identified too late or not selected in time to be included in deliberate targeting. Targets of opportunity can be unplanned or unanticipated.

5-18. Soldier and leader engagements (SLEs) provide an example of each category. Deliberate SLEs, such as key leader engagements, are planned and rehearsed before execution, and can either be scheduled or on-call. Deliberate SLEs have a specific actor or subject identified as part of the planning process and are tailored to that specific person. Dynamic SLEs are impromptu. While often unanticipated, they can still benefit from prior planning that focuses less on the subject (actor) of the engagement and more on the process.

5-19. Given the long-lead times associated with employing certain IRCs, greater time may be needed to enable the appropriate response. MISO and IJSTO are two IRCs, in particular, that may have lengthy approval processes. To support dynamic targeting, PSYOP forces arrange an abbreviated approval process; rely on produced, approved, and pre-positioned products, when possible; and plan early based on target lists, identifying targets that will likely be dynamic. See Table 5-1 for targeting tasks.

Table 5-1. Information operations-related targeting tasks in relation to the decide, detect, deliver, and assess targeting process functions

	Operations process activity	Targeting process function	Targeting task			
Assessment	Planning	Decide	Mission Analysis <ul style="list-style-type: none">• Develop IO-related HVTs• Provide IO input to targeting guidance and targeting objectives COA Development <ul style="list-style-type: none">• Designate potential IO-related HPTs• Contribute to the threat and vulnerability assessment• Deconflict and coordinate potential HPTs COA Analysis <ul style="list-style-type: none">• Develop HVT list• Establish target selection standards• Develop AGM• Determine criteria of—<ul style="list-style-type: none">▪ Successful battle damage assessment▪ Requirements Orders Production <ul style="list-style-type: none">• Finalize HPT list• Finalize target selection standards• Finalize AGM• Submit IO information requirements or requests for information to intelligence staff section			
			Preparation Execution	Detect	<ul style="list-style-type: none">• Execute collection plan• Update PIRs or IO information requirements as they are answered• Update HPT list and AGM	
					Deliver	<ul style="list-style-type: none">• Execute attacks in accordance with the AGM
					Assess	<ul style="list-style-type: none">• Evaluate effects of attacks• Monitor targets attacked with nonlethal IO
AGM	attack guidance matrix		HVT	high-value target		
COA	course of action		IO	information operations		
HPT	high-payoff target		PIR	priority intelligence requirement		

Deliberate Targeting

5-20. Table 5-1 depicts the interrelationship among the operations process, the deliberate targeting process, and the IO-related targeting tasks that must be accomplished to ensure IO efforts are planned and executed to support the overall mission. In the sections that follow, emphasis lies on the following IO-related tasks:

- IO input to the high-payoff target list.
- IO input to target selection standards.
- IO input to the attack guidance matrix.

5-21. High-payoff targets (HPTs) are managed in the high-payoff target list. HPTs are a subset of high-value targets—targets the enemy requires for successful completion of its mission. An HPT is a target whose loss to the enemy will significantly contribute to friendly mission success. Table 5-2 provides examples of HPTs that the IO working group would submit to the targeting working group as nominations.

Table 5-2. Sample information operations input to high-payoff target list

<i>Phase 1 – Isolate the enemy unit</i>		
<i>Priority</i>	<i>Category</i>	<i>High-Payoff Targets</i>
1	Fire Support	Data link between target acquisition radars and fire direction center
2	Command and Control	Enemy leader's social media sites
3	Maneuver	Militia company-level leaders

5-22. Target selection standards address accuracy or other specific criteria that units must meet before they can engage targets. Standards usually consist of several elements—including HPTs, timeliness, and accuracy—although units can develop their own target selection standards worksheets. The HPT refers to the designated HPT that the collection manager is tasked to acquire. Timeliness refers to the time window within which units report valid targets to weapon systems. Accuracy concerns the allowable target location error for the target. The criteria are the least restrictive target location error given the capabilities of available weapon systems. Table 5-3 provides examples of IO-related target selection standards.

Table 5-3. Sample information operations input to target selection standards

<i>Target Selection Standards Worksheet</i>		
<i>High-payoff target</i>	<i>Timeliness</i>	<i>Accuracy</i>
Observation posts	60 minutes	500 meters
Broadcast tower	480 minutes	100 meters

5-23. The attack guidance matrix (AGM) provides guidance on what HPTs units should engage and when and how units should engage them (see table 5-4). Although units may develop their own AGM format, the matrix typically includes the following elements:

- *High-payoff target.* The high-payoff target column is a prioritized list of HPTs by phase of the operation.
- *When.* This column indicates the time the target should be engaged.
- *How.* This column indicates the weapon system that will engage the target.
- *Effect.* The desired effects on the target or target system are stated in this column.
- *Remarks.* Remarks concerning whether or not assessment is required, whether coordination must occur, and any restrictions are indicated in this column.

Table 5-4. Sample information operations input to attack guidance matrix

<i>High-payoff target</i>	<i>When</i>	<i>How</i>	<i>Effect</i>	<i>Remarks</i>	
Ops	I	Field artillery	Destroy	Use search and attack teams in restricted areas	
Militia	I	CO	Neutralize	Destroy command and control	
Cell phone	A	EA	Disrupt	Disrupt service starting H-2	
Violent IDP crowds	A	MISO or MP	Disperse	25 or more constitute MSR blockage	
A	as acquired			IDP	internally displaced person
CO	cyberspace operations			MISO	military information support operations
EA	electronic attack			MP	military police
H-2	hour minus two (representing 2 hours before)			MSR	main supply route
I	immediate			OP	observation post

Dynamic Targeting

5-24. Dynamic targeting uses the find, fix, track, target, engage, and assess (known as F2T2EA) process (figure 5-2). Table 5-5 summarizes the IO-related inputs or activities that support each phase of the process.

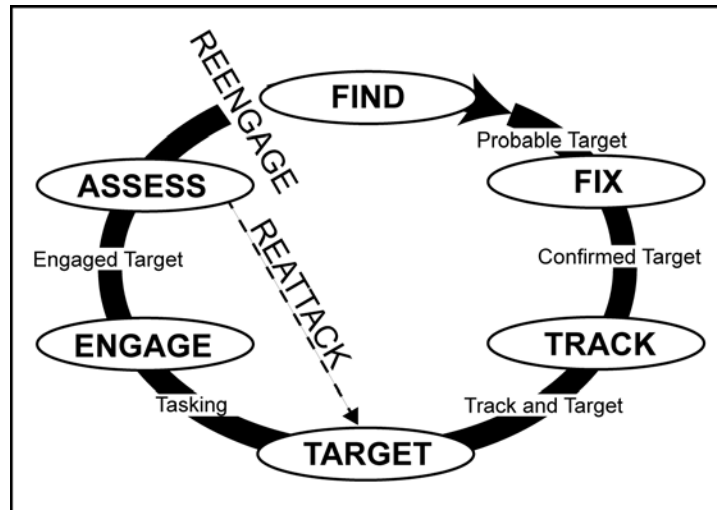


Figure 5-2. Dynamic targeting

Table 5-5. Information operations inputs and activities to support find, fix, track, target, engage, and assess

Function	IO Input or Activity
Find	<ul style="list-style-type: none"> Updated and focused CIO. IO input to collection plan. IRCs reporting of potential targeting signatures.
Fix	<ul style="list-style-type: none"> IO updates to targeting. IRCs tasked to report information during mission performance to develop target. Targets' information-related vulnerabilities.
Track	<ul style="list-style-type: none"> Requests for information for target location refinements. Targets' information-related vulnerabilities updated. IO input to risk assessment and collateral damage estimate (2nd and 3rd order effects). IRCs deconflicted.
Target	<ul style="list-style-type: none"> IRC tasks developed to achieve desired effect. MOEs and MOPs also developed.
Engage	<ul style="list-style-type: none"> Approved IO tasks in mission order. IRCs employed to conduct, support, and reinforce engagement. Initial reports of results from subordinate units as means to monitor MOPs.
Assess	<ul style="list-style-type: none"> MOEs assessed against baseline. CIO updated. Re-engagement recommendations submitted.
CIO	combined information overlay
IO	information operations
IRC	information-related capability
MOE	measure of effectiveness
MOP	measure of performance

INFORMATION OPERATIONS TARGET NOMINATIONS AND THE TARGETING SYNCHRONIZATION MATRIX

5-25. As revealed in figure 4-1 on page 4-4, an important output of the IO working group that feeds into the targeting working group is target nominations. The format for these nominations is a targeting synchronization matrix such as the one shown in figure 5-3.

HPT/ PRI	PHASE III											
	DECIDE					DETECT	DELIVER			ASSESS		
	TGT set	TGT #	TGT description	Desired effect	Phase	Asset	Asset	How	When	Asset	Measure of effectiveness	Status
1	Arianan forces	IRC032	Arianan resolve; surrender messaging (OBJ COLORADO)	Degrade	IIIB	HUMINT, IMINT, and SIGINT	1/1, 2/1, 3/1 CAV & 110 MEB (loudspeaker and handbills)	Planned	D+9 - D+10	1 ID	15% of Arianan forces desert or surrender to coalition forces	DL - DM
1	Arianan forces	IRC033	Arianan forces (upon retrograde)	Influence	IIIB	HUMINT, IMINT, and SIGINT	Press release or radio and TV broadcast; COMCAM	Planned	D+9 - D+10	CJTF; 1 ID	75% of local media reports Arianan forces retrograde and treatment of EPWs; 5% increase in surrenders and desertions	DL - DM
2	Atropian 348th BDE, commission on refugees or IDPs & RCC directors	IRC034	Assess IDPs mitigation (OBJ OVERLORD)	Assess	IIIB	HUMINT	110 MEB SLE	Planned	D+10	1 ID	75% of acute essential service needs identified and development or coordination of responses	DM
2	Ministry of Internal Affairs & USAID	IRC035	Assess IDPs mitigation (OBJ CEDAR FALLS)	Inform	IIIB	OSINT and HUMINT	300 SB SLE	Planned	D+10	1 ID	1 ID informed on PH IV engagement requirements; 75% coordination between IA, 1 ID, and host nation	DM
1	Local security forces	IRC036	Coordinate and synchronize for PH IV operations (OBJ CEDAR FALLS)	Coordinate	IIIC	OSINT and HUMINT	Victory 6 SLE	Planned	D+11	CMOC, G-9	75% of local security forces engaged and leading local security efforts with minimal coalition support	DN

Figure 5-3. Example targeting synchronization matrix reflecting IO target nominations