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14 September 2008
Van Deman Program
VIP paper

Improving the Performance of Collectors in the Reserve Components

As exemplified by military operations conducted since 11 September 2001, Reserve component Soldiers are an integral and important part of the forces of the United States Army. Soldiers from the Reserve components have been

Each month, Reservists and Guard members typically meet over the course of a weekend for their two-day Battle Assembly. During monthly Battle Assemblies, Reserve Component Soldiers predominantly focus on the practice and completion of Warrior Tasks and Battle Drills (WTBDs). These Warrior Tasks and Battle Drills are conducted along with other training elemental to a unit's mission and specialty. Resulting from limited training time and particular training requirements, Reservists are not adequately prepared to be effective collectors of intelligence for the units with which they will deploy down range. Therefore, it is imperative that Reserve component Soldiers train for intelligence collection during monthly Battle Assemblies. As noted in the Army's Counterinsurgency manual, "In [a counterinsurgency], the side with the better learning organization usually wins... Soldiers cannot wait until they are alerted to deploy to prepare for a COIN mission."¹

Solution

The time and resource commodities afforded to Reserve component units during monthly Battle Assemblies and annual active training are precious. Any proposed intelligence training should therefore maximize the efficiency of unit activity and training time. To do this, intelligence and collection training should be conducted as a part, of

Report Documentation Page

Form Approved
OMB No. 0704-0188

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1. REPORT DATE 14 SEP 2008	2. REPORT TYPE	3. DATES COVERED 00-00-2008 to 00-00-2008			
4. TITLE AND SUBTITLE Improving the Performance of Collectors in the Reserve Components		5a. CONTRACT NUMBER			
		5b. GRANT NUMBER			
		5c. PROGRAM ELEMENT NUMBER			
6. AUTHOR(S)		5d. PROJECT NUMBER			
		5e. TASK NUMBER			
		5f. WORK UNIT NUMBER			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) University of Military Intelligence, Fort Huachuca, Sierra Vista, AZ, 85613		8. PERFORMING ORGANIZATION REPORT NUMBER			
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)			
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)			
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 9	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			

and in conjunction with, the typical training tasks that units perform on a monthly and annual basis.

It is understandable that unit commanders may be hesitant to add new training to already busy training schedules. Therefore, it is extremely important that commanders understand how intelligence and collection training can benefit their units without detracting from their other training requirements, unit effectiveness, and military readiness. Any intelligence and collection training should not only just increase the collection capabilities of Soldiers, but it should also increase a unit's ability to effectively conduct its stated missions. Tools for any proposed intelligence and collection training should be readily available to units. Units and commanders should not have to detract from their planning and training. Ready-made products and suggested training plans that are accessible and readily available will increase the likelihood of use and the consistency of training across units.

Solution Implementation

A number of potential training tasks exist that can be implemented to increase the performance of collectors in the Reserve components. These training tasks range from the simple to the complex. However, in the interest of ease of implementation and the least amount of resistance from units, a few simple tasks and tools are ideal for success of the solution implementation. Training such as Every-Soldier-A-Sensor (ES2) Drills, cultural briefings and education lessons, counterinsurgency discussions, and reporting drills are all relatively simple, low-cost methods that, if conducted for only a few hours each monthly Battle Drill over the course of time, can improve the awareness and performance of Reserve component collectors.

The United States Army has incredible intelligence collection capabilities. However, while the most technologically advanced collection systems or highly trained intelligence specialists can provide immense benefit to their units, these systems and professionals may not be able to make the ground level observations, establish the personal connections, or access all the places that the average soldier out on a neighborhood patrol can. It is therefore essential that every soldier, regardless of Military Occupational Specialty, be a proficient sensor of information that may be of intelligence value.

The implementation of ES2 drills is perhaps the simplest act a Reserve unit can make to increase the effectiveness of its soldiers as intelligence collectors. Simple ES2 drills can include photo memorization drills, change-detection exercises at unit facilities, and scanning drills.

Photo memorization drills encompass presenting soldiers with a photograph of a situation, allowing the soldiers a limited amount of time to study the situation, and then quizzing them regarding the details they may or may not have noticed. Photo memorization drills can take as little as ten minutes to perform and increases soldiers' situational awareness, attention detail, and ability to recall and communicate their observations.

Change-detection exercises at unit facilities test soldiers' situational awareness in a physical environment where they may not otherwise be expecting anything out of the ordinary. These exercises can be accomplished through simple methods such as moving the unit's water cooler or placing new posters around the unit facilities between monthly

Battle Assemblies and quizzing the soldiers as to whether or not they noticed any changes.

Scanning drills can be implemented directly into training already conducted by units. Combining the recall skills of photo memorization and the awareness in physical environments of change-detection, quizzing soldiers on fine details of what they may have noticed during patrols, training for EPW handling, or any other tactical training that a particular unit may conduct on a monthly basis can directly improve the tactical collection skills of Reserve and Guard soldiers.

Educational briefings and handouts regarding world hotspots and the latest enemy actions and TTPs serve to teach Reserve component soldiers critical information regarding local cultures where the Army is serving and what indicators to look for when Soldiers are outside the wire. Similarly, group discussions regarding counterinsurgency strategy and tactics serve to make soldiers more thoughtful of their actions and to impart key lessons that may give them insights on how to collect from the population when they are deployed overseas.

Finally, reporting drills train to ensure that any information that is collected and observed by soldiers successfully makes it up the chain of command to the commanders and their staff. Regular practice of SALUTE reports can be incorporated into nearly all types of training and work to ensure that a valuable reporting method, often overlooked after early stages of training in a soldier's career, is not lost.

Ensuring Successful Implementation

In order to successfully implement improved intelligence collection training for Reserve component Soldiers, several actions must be taken. Incentives need to be

provided to encourage implementation, requirements need to be mandated in order to ensure implementation, ready-made products need to be provided to ease the implementation, and better advertisement of available tools needs to be made to the Reserve and Guard by the Active Army to increase awareness of how to implement training.

Soldiers will appreciate training that is both relative to current operations, informative, and fresh. Simple, innovative discussions and lessons regarding collection methods and counterinsurgency operations provide a way to capture Reserve component Soldiers' willingness to accept the training concept and fully engage. Adding requirements for ES2 and intelligence collection training to the monthly WTT and Battle Drill requirements will force the implementation of training across Reserve and Guard units. Providing ready-made tools and handouts, much of which already exists at the Active Army level on the Army's Intelligence Knowledge Network,² and advertising that these tools are available, will ease the acceptance and implementation by Reserve component units.

Assessment

Following the implementation of intelligence collection training, non-military intelligence units should be able to assess and note distinct performance improvements over the course of monthly Battle Assemblies. Soldiers' ES2 scores and overall self-awareness should increase and improve. Communication up and down the chain of command and with a unit's S2 shop should increase. Soldiers' will become more aware of the relationship their actions have in a counterinsurgency environment. Finally, in a







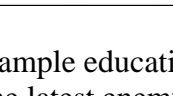






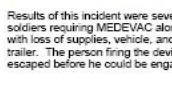
measurable manner, units will meet the required training standards that are set for them within a given time period.

Conclusion

The Army has recognized that ES2 training, cultural awareness, and intelligence collection training are imperative to success in modern operations. In the 2008 Army Posture Statement, the Army itself noted that, *“Every Soldier is a Sensor (ES2) and Cultural Awareness are wartime readiness imperatives and are key to adapting traditional military processes and thinking to current and future complex operating environments.”*³ Applying this training concurrently with other mission-essential training will ensure that Reserve component Soldiers are dutifully trained to aid in intelligence collection without detracting from units’ mission readiness and effectiveness.



Soldiers from C Co., 304th MI BN conduct ES2 training on Ft. Huachuca, AZ.

 CJTF-7 OIF Smart Card 4 <small>The contents here constitute the CJTF-7 OIF's Policy Statement. Proprietors for this card is CJTF-7 / CJ7 Training Cell - CALL LIMO (Camp Liberty, Support the AFMAG 156th)</small> <small>Version 1.4 2 Jun 2004</small>		Characteristics of an IED <small>THE IEDs EMPLOYED HAVE TWO OR MORE OF THE FOLLOWING CHARACTERISTICS:</small>		Common Roadside IED <small>Common roadside IEDs are explosives, usually an artillery or mortar round(s) placed near the road at the designated kill point. They may be nastily camouflaged with dirt, rocks, trash, or of items that are common along the road. Early in the operations, these devices were commonly detonated with usually an attack of small arms fire or RPG rounds.</small>	
<p align="center">The IED and VBIED Threat (Improvised Explosives Device) (Vehicular Borne IED)</p>   <p>IEDs and VBIEDs are the largest cause of Coalition injury at current time, and the largest threat that coalition forces face. An IED can be almost anything with any type of material and initiator. Any vehicles of every imaginable sort can become a vehicle borne IED. Vigilance in performing your duties and ensuring there is 360 degree security are keys to not becoming a statistic to the IED threat.</p> <p align="center">CALL EOD - Do Not Be A Bloody HERO.</p>		<p>REMEMBER THE 4 C's - CLEAR, CORDON, CONTROL, and CALL EOD.</p> <p>IED / UXO Battle Drill</p> <p>Step 1. Clear Leave the immediate area, detonations may be imminent, secondary devices may be present.</p> <p>Step 2. Cordon Establish a perimeter (check road, ditch) lock up to vent-hole / obvious water (truck or well).</p> <p>Step 3. Control Maintain visual (Observation) observation to ensure no one leaves with the device, maintain security.</p> <p>Step 4. Call EOD Immediately contact your supporting EOD to respond (2-line EOD / UXO report request).</p> <p><small>This could be your hand if you try to reassemble UXOs or IEDs. The enemy has established convincing grounds and body traps to catch you when you try defusing. Leave it to the experts.</small></p>		<p>IED / UXO Report</p> <p>Line 1. Date-Time Group (DTG): DTG item was discovered.</p> <p>Line 2. Reporting Activity and Identifiers (only 3/03 and location left out).</p> <p>Line 3. Control Method: High Resistance, all tags, point of contact (POC) and/or high resistance number.</p> <p>Line 4. Type of Container: Empty, processed, placed, or blown. If blown, give the size of the fragment and number of other, filtered, burning, or gas-producing (upward) the item, include near about size, shape, color and condition (solid or string).</p> <p>Line 5. IED Construction: If present, be as specific as possible.</p> <p>Line 6. Resistor Threshold: Report any threshold equipment, batteries, or other items.</p> <p>Line 7. Impact on Mission: Provide a short description of your current tactical situation and how the presence of the IED affects your mission.</p> <p>Line 8. Potential Measures: Describe any measures taken to prevent personnel and equipment.</p> <p>Line 9. Recommended Priority: Treatment is priority for response by EOD technicians or engineers.</p>	
<p align="center">Emplacement TTPs</p> <ol style="list-style-type: none"> 1. Camouflaging devices with bags of various types to resemble the garbage along the roadside or burying these devices in the roadside. 2. Using a dummy device out in the open to slow or stop convoys in the kill zone of the actual device that is obscured along the route of travel. 3. Throwing devices from overpasses or from the road-side in front of approaching vehicles or the middle of convoys; usually done by males of all ages. 4. Emplaced in potholes (covered with dirt). 5. Emplaced along MSRs and ASRs (targeting convoys). 6. Emplaced along unimproved roads (targeting patrols). 7. IEDs often used in conjunction with RPG/SA fire as a distraction to divert attention of Coalition Forces (create a kill zone for subsequent attacks by RPG/SA fire). 8. VBIEDs used to gain access/cover proximity to compound/buildings. 9. Worn by attacker (vehicle vests); possibly employed by women to gain proximity to Coalition Forces. <p>IEDs can be disguised to look like any object and to function through a multitude of actions. An IED is only limited by the Bomber's imagination and capabilities. IEDs are unpredictable and extremely hazardous; to all, including the Bomber.</p> <p align="center"><small>Illustration</small></p>      		<p align="center">Remote Control Devices</p>   <p>RC Unit from Car Alarm Wireless Doorbell</p> <p>Remote control devices of every sort are showing up. They include Car Alarms, key fobs, Door Bells, Remotes for toy cars, Garage Door Openers, Cell Phones, FRS and GMRS two-way radios.</p> <p>The adaptation of using radios, cell phones and other remote control devices has given the enemy the standoff ability to switch forces from a distance and not be compromised.</p> <p>the enemy has continued to improve there techniques, and more sophisticated and destructive devices are being discovered.</p>		<p align="center">Types of Explosives Used</p> <p>The most common explosives used are military munitions, usually 122 mm or greater mortar/tank/artillery</p> <ul style="list-style-type: none"> - This is the easiest to use since there are so many munitions available in the ITO and they provided a ready made fragmentation effect - Allows for relatively easy "daisy chaining" <p>Other types include putting PE4, TNT, or other explosive in container such as oil/paint cans.</p>    <p>155mm Artillery round next to the road, blasting cap and Det cord were located in the fuze well.</p> <p>Spool of wire, battery, and a remote device were located at the firing observation point. At the top of a dirt mound.</p> <p>Results of this incident were several soldiers requiring MEDEVAC along with loss of supplies, vehicle, and trailer. The person firing the device escaped before he could be engaged.</p>	
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Sample education handouts provide easy ways to inform Reserve component soldiers of the latest enemy TTPs.

About the Author:

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Endnotes

¹ Counterinsurgency, FM 3-24. Washington, DC: Department of the Army, 2006, ix.

² Intelligence Knowledge Network, <https://icon.army.mil/apps/es2>

³ 2008 Army Posture Statement, 26 February 2008, <http://www.army.mil/aps/08/index.html>