

Technical Perspective

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Hello again from the station of choice, home of the U.S. Army Intelligence Center of Excellence, Fort Huachuca, Arizona. As I continue into my final year as your Chief Warrant Officer of the Military Intelligence (MI) Corps, I cannot help but remind everyone what a fabulous duty station this truly is. Sure, it may come off as too small a town for some, but for what it lacks in size, it makes up for in beautiful sunrises and sunsets and near year-round cloudless skies. It also offers boundless professional opportunities to build the foundation of our corps through capability development, training, and education of the entire Army MI force. Now that the Army's Talent Alignment Program is in full swing, each of you has greater influence in determining your ability to join the team on America's western frontier.



Foundation building is apropos to the focus of this quarter's *Military Intelligence Professional Bulletin* (MIPB)—intelligence at echelons above corps (EAC). It also harkens back to the MIPB edition on large-scale combat operations (January–March 2019). Our EAC intelligence formations and staff positions at the operational and strategic echelon arguably serve as the greatest contributors in our Army's effort to shape and compete against peer and near-peer adversaries across the globe in support of the National Defense Strategy. This may entail generating intelligence requirements against theater or combatant commander contingency plans; conducting intelligence operations against those requirements; or building relationships, placement, and access with host-nation security organizations. Whatever the situation, many of the MI Corps core competencies against peer adversaries are executed in real operational environments 365 days a year. Much of this work is done outside the spotlight and with little fanfare from the unaware. For example, the all-source analyst who updates order of battle entries

based on the latest information available, or the human intelligence collector who generates a report on the military load capability of bridges along route Y in country X, while building partnership capacity. As it relates to success in large-scale ground combat operations, the contributions of the all-source analyst and the human intelligence collector count as much as, if not more than, an armored brigade combat team battalion's qualification on Table XII or a division's ability to conduct a wet-gap crossing. These are but a few examples, but the foundational, pre-conflict, deep understanding of the threat and operational environment is paramount through all phases of conflict, and this responsibility is executed primarily at EAC within the intelligence warfighting function.

While much of the discussion of these activities focuses widely on the U.S. European Command and U.S. Indo-Pacific Command areas of responsibility (AORs), most of you already know that our peer and near-peer adversaries similarly enjoy our global reach. Although pertinent to focus future maneuver capacity and capability in these AORs, the intelligence warfighting function should focus on our adversaries' intent, capacity, and capability in all AORs. Although we currently no longer enjoy the force structure within our MI brigades-theater that we did when our main peer competitor was the Soviet Union, our technological capabilities are far superior. While it certainly feels like "doing more with less," our access to data and our ability to process and exploit that data today are far ahead of where we were in the 1980s and will only continue to improve. The real challenge is balancing the daily operational requirements of the theater and combatant command against unique AOR challenges not specifically focused on peer and near-peer adversaries, while attempting to synchronize limited theater resources against likely lower priority requirements.

I know that those who have served in the AORs of U.S. Northern Command, U.S. Southern Command, and U.S. Africa Command understand this challenge. Having personally endured these challenges in all three AORs, I can say that what they do offer is the ability to hone your influence, creativity, and leadership skills to find solutions, regardless if those efforts produce gainful insight during your assignment or after you depart. Shaping and compe-

tion for MI is the long fight—what we do today enables success in the future.

This issue’s contributing authors share valuable insight and tactics, techniques, and procedures at EAC and potential solutions for the challenges you face in your current unit or organization. As always, thank you all for your dedicated service and continued sacrifice to the Nation. 

Always Out Front!

Another Perspective: One Team, One Fight

FM 2-0, *Intelligence*, discusses intelligence support across the Army strategic roles and describes specific analytical and collection capabilities across echelons. Echelons above corps (EAC) intelligence organizations and units flex their capabilities to meet operational requirements from multiple theaters across the globe. Theater armies shape areas of responsibilities and improve operational-level positions of relative advantage. Theater army intelligence cells manage intelligence collection, production, dissemination, disclosure, and counterintelligence requirements. Military intelligence brigades-theater provide regionally focused collection and analysis to support theater army requirements and specific joint operations. EAC support is sometimes even downward reinforcing to the tactical level. In all cases, EAC databases, information feeds, and intelligence products support tactical operations down to the battalion level and sometimes even lower through the intelligence architecture. Through these capabilities, EAC organizations and units are the cornerstone for intelligence collection, production, and dissemination.

Although EAC is the cornerstone during competition, it is not the only ingredient to a successful intelligence warfighting function. It is the responsibility of military intelligence (MI) Soldiers at all echelons to support each other, collaborate, and work cohesively—one team, one fight. It is important for officers, warrant officers, and noncommissioned officers of every rank to develop Soldiers who can understand the role and value of each echelon. Within the intelligence warfighting function, it is important to know how to access and use all intelligence and intelligence capabilities. Understanding intelligence across echelons starts with understanding EAC intelligence.

The good news is that our MI force is ready to answer the many challenges of providing intelligence during the competition phase. The intelligence warfighting function comprises various disciplines, inherently competes across multiple domains and the information environment, and supports the entire continuum of operations. Today, MI Soldiers are excelling at EAC organizations and units across each specialty and intelligence discipline. MI Soldiers are true Army professionals, disciplined, and technically and tactically proficient. ADP 6-22, *Army Leadership and the Profession*, discusses how the trust within an organization enables influence up and down the chain of command. Trust is critical for intelligence. The entire intelligence warfighting function is built on trust. We must continue to trust each other and work as one team, collaborating with all echelons vertically and laterally.