

Technical Perspective

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Hello again and farewell, teammates. This is my final contribution to the *Military Intelligence Professional Bulletin* (MIPB) before I fade away into retirement. I promise not to get overly sentimental or nostalgic, but instead I intend to focus on you, the cohort.

Over the last two years, our cohort (YOU) have made significant strides in ensuring the intelligence warfighting function wins in future large-scale ground combat operations. You have operationalized the Military Intelligence Training Strategy, ensuring Army commanders understand intelligence readiness needs and producing trained Soldiers and crews of intelligence professionals across the force. You contributed immeasurably to the test and evaluation and full implementation of Capability Drop 1—the first leg of our next-generation foundational layer weapon system—and you continuously seek ways to broaden its employment across echelons. You have established near-irreversible momentum for the Digital Intelligence Systems Master Gunner course by expanding the conduct of Gunner Entry Programs and exposing increasing numbers of Soldiers, noncommissioned officers (NCOs), officers, and fellow warrant officers to this key combat multiplier program. These are but a handful of the numerous efforts the cohort encountered and enabled to succeed for commanders at all echelons. In this list, I also need to include our response to the coronavirus disease of 2019 (COVID-19) pandemic. We ought to view the current COVID-19 environment in the same context as every other obstacle that stands in the way of mission accomplishment...warrant officers adapt and overcome...and this time is no different.

The future is now, and the demands will all change. You will continue to support the test and evaluation and fielding of additional future capabilities, namely the Terrestrial Layer System, Tactical Intelligence Targeting Access Node, Multi-Domain Sensing System, and Capability Drop 2. You



will stand up new tactical division intelligence formations and build capacity in multi-domain task forces. You will contribute to the changing nature of how the Army will fight in large-scale ground combat operations and converge multi-domain capabilities that provide strategic advantage and create multiple dilemmas for our peer competitors. You will navigate your career and professional development in a modernized, 21st century talent management-based personnel system tailored specifically to warrant officers. You will do all of this and more, and

I know you will be successful because that is exactly what generations of warrant officers before you have done. You are experts in balancing requirements with too few resources, a fact that lends itself directly to the focus of this quarter's MIPB—collection management.

ADP 2-0, *Intelligence*, tells us that our intelligence core competencies serve as the areas that all military intelligence units and Soldiers must continuously train on to maintain a high degree of proficiency. Collection management ties directly to the core competency of intelligence synchronization—the art of integrating information collection; intelligence processing, exploitation, and dissemination; and analysis with operations to effectively and efficiently fight for intelligence in support of decision making. The key word in that definition is **art**. It takes more than systematic instructions of how to be a collection manager. It requires a deep understanding of the threat, an expert understanding of our collection systems, and a professional understanding of all Army operations. Collection management is not an individual sport, and it never has been. Our current challenge focuses most significantly at the brigade combat team, where no collection manager billet exists. But in my opinion, that is only symptomatic of the real problem. The vast majority of our mid-career NCOs, officers, and warrant officers have minimal practical experience in conducting collection

management tasks in the threat environments we currently train. We became comfortable with a “standing deck” of near-persistent intelligence, surveillance, and reconnaissance coverage that could “react to contact” instantaneously.

We, the Army, must refocus our efforts on the military decision-making process—specifically mission analysis and wargaming for large-scale ground combat operations. We have to relearn the importance of thinking in terms of time and space—latest time information is of value and phase lines—combined with the pace of operations against a peer competitor. Named areas of interest become decision points for collection managers: Which course of action is the enemy adopting? Do I need to shift focus of an asset? This is an Army-wide challenge, not unique to the Military Intelligence Corps. Being a brigade combat team centric Army in counterinsurgency/counterterrorism for the last 20 years, which focused resources on downward reinforcing, requires time to change. Change is hard, but the Army is in the midst of generational change, and the cohort will be key in ensuring its success. This is

not to say we are not currently learning and improving. This quarter’s MIPB contributors offer insights and tips of how you too can do just that. In addition to these articles, I encourage you all to read FM 3-55, *Information Collection*, and if you are really interested in a historical perspective, hunt down a copy of FM 34-2-1, *Tactics, Techniques, and Procedures for Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance* (1991), or FM 34-2, *Collection Management and Synchronization Planning* (1994).

In closing, I would like to reiterate my original sentiment from two long years ago. I was truly humbled to serve in this capacity and to represent the current and future interests of our cohort to Army senior leaders. We are who we are as a cohort based on the individual successes (and failures) of each one of us. CW5 Aaron Anderson will bring renewed energy, imagination, drive, and innovation to the position, further improving and taking the foxhole that is our cohort to new heights. Thank you all for the support and your individual dedication to our craft and to our Army. Stay safe, remain calm, and Soldier on! ✨

Always Out Front!

ATP 2-22.34, *Joint Interrogation and Debriefing Center Operations*

ATP 2-22.34, *Joint Interrogation and Debriefing Center Operations*, discusses doctrinal techniques and procedures used to manage and conduct intelligence operations in a joint interrogation and debriefing center (JIDC) by Department of Defense (DoD) human intelligence (HUMINT) and other support personnel. The JIDC concept was developed to meet operational requirements while always adhering to U.S. and international legal parameters associated with interrogating detainees, as well as protecting detainees’ rights, safety, health, and well-being. As the largest and primary force provider of HUMINT collectors in the DoD, the Army established the military intelligence (MI) battalion (interrogation) to conduct JIDC operations. ATP 2-22.34 supersedes TC 2-22.304, *Military Intelligence Battalion (Interrogation)*, dated 3 August 2009.

ATP 2-22.34 complements existing doctrine, particularly FM 2-22.3, *Human Intelligence Collector Operations*, and incorporates lessons learned and best practices from recent operations and subject matter experts worldwide. ATP 2-22.34 is for commanders, staffs, Soldiers, and Department of the Army (DA) Civilians assigned to an MI battalion (interrogation) or Soldiers and DA Civilians augmenting or supporting a JIDC.

