The Pathway to Multi-Domain Intelligence Proficiency: The I2CEWS Approach

by Major Owen Ryckman and First Lieutenant Erica Forktus

Photo courtesy of MAJ Ryckman

Soldiers of the Multi-Domain Military Intelligence Company, Intelligence, Information, Cyber, Electronic Warfare, and Space Battalion, 1st Multi-Domain Task Force, on September 21, 2020.

The Army builds and sustains multi-domain formations through the selection, training, and education of the leaders, Soldiers, and teams in them. Employing multi-domain capabilities requires the Army to attract, retain, and employ leaders and Soldiers who collectively possess a significant breadth and depth of technical and professional expertise.

—TRADOC Pamphlet 525-3-1,
The U.S. Army in Multi-Domain Operations 2028

As a profession, Army intelligence traditionally focuses institutional training and collection and analytical efforts on the ground domain while, for the most part, leaving the air, maritime, space, and cyberspace domains to other branches of Service, functional commands, and government agencies. With the transition from counterinsurgency to multi-domain operations (MDO) and large-scale ground combat operations, this paradigm is untenable because Army intelligence professionals must also shift alongside the larger Army.

As the command team for the Multi-Domain Military Intelligence Company in the Intelligence, Information, Cyber, Electronic Warfare, and Space (I2CEWS) Battalion, 1st Multi-Domain Task Force, we quickly identified training gaps for our intelligence Soldiers that affect the Army's desired transition to MDO and large-scale ground combat operations. Our Soldiers came into the organization confident and capable when working with ground domain target systems, yet lacked the institutional training to understand the threats resident in the other domains, the electromagnetic spectrum, and the information environment. We found that multi-domain intelligence requires integration across all intelligence disciplines, domains, and the joint force to support situational understanding and inform the commander's decision making. To keep pace with the increasing complexity of the post-counterinsurgency intelligence problem set, intelligence analysts and producers must increase their knowledge of the various domains and address training gaps to support operations across the conflict continuum.

To address our identified training shortfalls, the Multi-Domain Military Intelligence Company in the I2CEWS Battalion developed an analyst progression training program and established an internal training standard (see figure on the next page). The program exposes Soldiers to new knowledge and focuses on core and elective courses complemented by on-the-job training. The purpose of the training program is for our intelligence professionals to remain grounded in their core competencies while simultaneously broadening their exposure, knowledge, and analytical capability across all domains, the electromagnetic spectrum, and the information environment. Training within the system is different for each military occupational specialty and is scalable to balance the experience of all ranks from junior to senior enlisted as well as officers and warrant officers. Additionally, given our collaboration with various Centers of Excellence, the training includes several core classes that teach Army intelligence Soldiers to understand the information environment, electromagnetic spectrum, different domains, joint targeting standards, and tools used by our joint, interagency, intergovernmental, and multinational partners.

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Our combination of knowledge enhancement and core course requirements creates the crux of our training pipeline, but our internal training standard also places emphasis on an analyst's continued growth and is an important part of the solution to our identified training gaps. The organization's training and education standard differs from that of traditional organizations: after Soldiers complete their designated core courses, we strive for every Soldier (enlisted, warrant, and officer) to attend at *least* two additional courses each calendar year. This standard of continuous training serves three primary purposes. First, it ensures our Soldiers have recent and updated knowledge regarding the technologies, systems, and techniques that various areas use within the Department of Defense. Second, it educates our Soldiers how to think critically within a domain or topic where traditional "intelligence support to *x"* does not exist. Third, it holistically improves the Army intelligence enterprise because our Soldiers will eventually leave our organization and proliferate their knowledge and experience across the Army. When a Soldier shows an interest in continuing to develop advanced skillsets in any of the domains, electromagnetic spectrum, or information environment, they become the resident expert within the formation and increase the unit's proficiency in MDO. Our training pipeline and our standard of continuous training generate tenable, though not perfect, solutions to mitigate intelligence training gaps to keep the intelligence profession able to support the commander's decision making as the Army moves toward MDO and large-scale ground combat operations.

It is our hope that other intelligence professionals can leverage our hard-earned knowledge and apply it in their formations. The I2CEWS Battalion keenly feels the multi-domain training deficit because of our mission set while the rest of the Army is only just beginning to conceptualize MDO and work toward multi-domain readiness. The lessons learned by the I2CEWS Battalion vis-à-vis training are becoming increasingly relevant to the rest of the force. While not the solution to all of the problems MDO and large-scale ground combat operations bring us, our lessons learned began in late 2018 with the genesis of the I2CEWS and continue to evolve as our mission set, force structure, and capabilities mature. We will continue to update our analyst progression and share the results via the Center for Army Lessons Learned and the Multi-Domain Operations Lessons Learned Forum. To participate in the forum contact usarmy.huachuca.icoe.mbx.lessons-learned@mail.mil. ✴

Epigraph

ANALYST PROGRESSION PROGRAM

Core Courses by Discipline	**Core Courses by Domain**	**Elective Courses by Domain**
All-Source	**Joint Training**	**Joint Training**
• All-Source Production Course	• Joint Intermediate Target Development	• *Still developing*
• Gunner Entry Program	• FADE/MIST toolsuite	**Information Environment**
SIGINT	**Information Environment**	• Army Information Operations Planners Course
• Apprentice Operational Electronic Intelligence Course (SIGE 2120)	• Information Operations Fundamentals Course	• Open-Source Intelligence 302
• Fusion Analysis Development Effort/Multi-INT Spatial Temporal (FADE/MIST) toolsuite	• Information Operations Integration – Military Information Support Operations	**Space Domain**
GEOINT	• Open-Source Intelligence 301	• Space Control Planners Course
• Target Mensuration Only	**Space Domain**	**Cyber Domain**
• Intermediate Operations Course Geospatial Intelligence (GEOINT)	• Army Space Basic Cadre Course	• Cyber Mission Forces Training Pipeline
• Advanced Operations Course GEOINT	**Cyber Domain**	**Air/Maritime**
Systems Maintenance and Integration	• Cyber Threat Training for Intelligence Professionals	• *Still developing*
• Security Plus	**Air/Maritime**	
• Computing Environment Courses	• *Formal Army courses do not exist. Currently conducting live environment training to supplement.*	

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1LT Erica Forktus is the executive officer of the Multi-Domain Military Intelligence Company in the I2CEWS Battalion, 1st MDTF, since June 2020. She has taken the Army Space Basic Cadre Course and the Information Operations and Military Information Support Operations courses. She is scheduled for Joint Intermediate Target Development, the Gunner Entry Program, and the Information Collection Planners Course (Q7).