U.S. Army Intelligence and Security Command Strategy

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INSCOM
United States Army
Intelligence and Security Command

Part I, Introduction

Overview

Our strategy is about preparing for the future fight—a fight that is faster and more lethal, information-centric, and globally interconnected than ever before—while building near-term readiness and executing today's missions. For nearly a generation we've been engaged in the post 9/11 wars; while those wars continue and the Soldiers and Civilians in harm's way will receive our full support, we must look ahead and shape ourselves for what's next.

"We cannot solve our problems with the same thinking we used when we created them."

—Albert Einstein

For many of you, this guidance only represents half of the equation, as you must also ensure you are fully nested with your supported command or agency; I understand that. I also recognize what's reflected here represents only a small portion of what we need to accomplish. Because there are many competing requirements, it is imperative that we prioritize the investment of our resources if we hope to see measureable progress toward our most critical efforts. I look forward to a continuing dialogue as we work toward accomplishing these goals together.

Our History, Our Role

Understanding U.S. Army Intelligence and Security Command's (INSCOM) unique value for both today and tomorrow begins with a basic understanding of our past. From World War II through Vietnam, Army intelligence was organized predominantly in single-discipline or "stovepipe" organizations. The structure evolved haphazardly, and there were serious questions about its operational and cost effectiveness. The 1974-75 Intelligence Organization and Stationing Study identified several operational intelligence deficiencies during the Vietnam War that resulted from a key gap in the Army intelligence structure. Then, and now, the Army needed a single organization to provide **unity of command** to **synchronize** multidiscipline intelligence and **bridge the gap** between the national intelligence community (IC) and tactical forces. INSCOM exists to fill these gaps.

For much of the Cold War era, INSCOM operated almost exclusively at the "echelon above corps" level. Over time, INSCOM has extended its support, eventually reaching brigade combat teams and below. Today, both horizontal integration (i.e., across intelligence disciplines) and vertical integration (i.e., between echelons of command) are more sophisticated and interdependent, and occur across a broader range of activities than ever before. Army intelligence operates as an interdependent enterprise, and INSCOM has a central role to **"connect and deliver the enterprise."** In a world where events and resources from one area of responsibility increasingly affect others, INSCOM helps military intelligence (MI) units and staffs at echelon leverage enterprise assets and services. This includes being responsible and able to:

✦ Manage the Army's fair-share contribution to the IC.

✦ Bridge intelligence-related gaps/boundaries by leveraging placement, access, and interior lines of communication:

  ✦ Between and among intelligence disciplines (multidiscipline).

  ✦ Between national/joint and tactical levels.

  ✦ Across areas of responsibility and domains.

  ✦ Between multiple coalitions/partner nations and the United States.

  ✦ Between active component and reserve component.

  ✦ Between conventional forces and special operations forces.

  ✦ Between institutional Army and operational forces.

> **What is "Enterprise"?**
>
> For the purposes of this paper, an enterprise is defined as a group of separate organizations working toward a unified objective together; an enterprise approach is a business model (or operating process) that accounts for a lack of self-sufficiency and the dependencies necessary for optimal results.

- Scale advanced or complex intelligence operations/activities and efficiently manage specialized, low-density intelligence warfighting function capabilities (including "common-user" enablers) to support (i.e., "downward reinforce") units at echelon.
- Maintain underpinnings of Army-wide intelligence readiness for an expeditionary force:
  - Leverage global situational awareness and understanding to prevent "cold starts" and enhance responsiveness, including development of foundational intelligence and management of the associated databases and theater-specific architectures.
  - Enhance skills development through continuous engagement (e.g., live-environment training).
  - Ensure linkage of training and certification standards to MI, IC/joint levels, and Army development.
  - Support intelligence-specific readiness for reserve component MI forces.
- Support institutional intelligence requirements, including:
  - Army acquisition and design of the future force.
  - The Army's ability to protect and secure its forces, information, technologies, and other resources.

Part II, The Strategic Context

INSCOM's strategy reflects higher-level strategic guidance. While the totality of guidance was considered, the goals outlined below are a direct continuation of requirements derived from three key documents: *The Army Strategy, The U.S. Army in Multi-Domain Operations 2028*, and *The Army Intelligence Plan* (Draft). These documents, which collectively provide our long-term azimuth, should be considered required reading for INSCOM leaders.

The U.S. Army's Mission

The U.S. Army's mission is to deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force.

The Army Vision

The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on modern warfighting doctrine and centered on exceptional leaders and Soldiers of unmatched lethality.

The Army Intelligence Vision

The Army intelligence vision is a ready Army intelligence team supporting mission command against all threats in multi-domain operations by 2028.

Part III, How I See INSCOM—Who We Are

Our people—military, civilians, and contractors—are the cornerstone for everything we do. As leaders, we must continually foster an environment that creates conditions for individuals to thrive. We must:

- Promote and model the Army and INSCOM values.
- Build and model trust and respect throughout the force.
- Develop and take care of people.

> **We are INSCOM.** *We are a values-based team of professionals who are committed to contributing and evolving our individual and collective talents, skills, and abilities to nurture positive constructive relationships, build effective and sustainable partnerships, and master and leverage new technologies in order to identify, enable, and empower innovative and dynamic solutions to current, emerging, and future challenges to our Army and our Nation.*
>
> *We represent the best our Nation and our Army have to offer. We accept that the future demands that we remain dedicated to constant self-improvement, personal and professional growth, and constructive self-assessment and evaluation.*
>
> *We are entrusted by our Nation, our Army, and our Soldiers to employ all the skills, capabilities, resources, and authorities we are given in order to protect our Soldiers and our Nation. We understand that we are responsible, individually and collectively, to ensure that everything we do reinforces the Nation's willingness to place its faith and trust in our ability and judgment.*
>
> *Individually, we represent many different backgrounds and skillsets. Together, we form a powerful enterprise that operates within a system of enterprises in order to protect our Nation's vital interests. Collectively, we have the skills to use all the resources and authorities entrusted to us to deliver decisive intelligence in order to enable our leaders to anticipate and address challenges, enhance Army readiness and warfighting, protect critical capabilities, and enable decision making.*

Our Values

Values help define us. The U.S. Army is a values-based organization and its values are rooted in America's history, culture, and law. These values—loyalty, duty, respect, selfless service, honor, integrity, and personal courage—are our bedrock. Our Nation believes that certain values—including dignity and equality among all people—are universal. Commitment to these beliefs is reflected throughout our country's history, from our founding, through the wars we've fought, to today—where our beliefs help shape our engagements around the world.

In addition, the following values uniquely define INSCOM:

- ✦ **Stewardship.** INSCOM has great responsibilities. We exercise stewardship in three basic areas: people, mission, and resources.

- ✦ **Collaboration.** No commander "owns" all the intelligence assets required. We recognize that a collaborative enterprise approach is necessary for anyone's, and everyone's, success.

- ✦ **Innovation.** Learning, adapting, and innovating amidst the backdrop of complexity and uncertainty are central themes in how the Army intends to prepare for the future. INSCOM must be a learning and adaptive organization, champion change, and both value and encourage creativity and innovation in our workforce.

Our Vision

As the premier intelligence <u>warfighting</u> command, we are a powerful enterprise that operates within a system of enterprises. We do this to accomplish three key purposes:

1) Provide ready forces to combatant commanders and the IC (this reflects our "man, train, equip" administrative control responsibilities);

2) Provide enabling, common-user services to Army forces globally, across all echelons (this reflects our general support to the Army responsibilities as a direct reporting unit); and

3) Execute multidiscipline intelligence operations in support of the Secretary of the Army's Title 10 responsibilities (this reflects our operational control responsibilities).

When an Army intelligence Soldier picks up their comms mic—or clicks their mouse—the power of INSCOM is there!

Our Mission

INSCOM executes mission command of operational intelligence and security forces; conducts and synchronizes worldwide multidiscipline and all-source intelligence and security operations; and delivers linguist support and intelligence-related advanced skills training, acquisition support, logistics, communications, and other specialized capabilities in support of Army, joint, and coalition commands and the U.S. IC.

Part IV, Our Strategy

Our strategic end state is to operate as a powerful enterprise, within a system of enterprises, in order to create decision advantage for commanders. We <u>connect and deliver</u> <u>the intelligence enterprise</u> across the Army. Everything we do is in furtherance of this end state.

In order to achieve this strategic end state we will work along three lines of effort (LOEs) while we conduct and support current operations. These LOEs are a direct continuation of the previous LOEs, and what <u>you</u>, collectively, have already achieved. Figure 1 (on the next page) summarizes our approach.

LOE 1 is *Readiness.* This LOE began with actions to first craft, and then implement, revitalized training (e.g., annual training guidance, annual/semiannual training briefs, etc.) and readiness assessment metrics and framework to provide an integrated view of current and future readiness. We continue these actions with an understanding that building readiness—or preparedness—is a continuous process. As such, we are expanding our aperture to include other impacts on readiness, over time. Developing our workforce (previously a separate LOE), enhancing our infrastructure (i.e., our geographical footprint, facilities, and ability to "set the globe" in order to rapidly respond anywhere, anytime), securing resources (i.e., force management, program objective memorandum/budget, and contracting), and clarifying authorities and responsibilities are essential to the success of, and impacted by, everything we do. Our objective, a trained and ready Army intelligence workforce, includes the total command (Soldiers, Army Civilians, and contractors) as well as how we support Army MI readiness.

LOE 2 is *Operationalize.* This LOE encompasses building our mission command processes (e.g., battle update brief, commander's update brief, collection management targeting board, etc.) and structure (e.g., Director of Enterprise Operations), combined with other actions (e.g., technical control and analysis element reconstitution and building out the new, state-of-the-art mission command center in our new building), necessary to achieve two distinct but related objectives. The first is our ability to operate the intelligence process in order to proactively conduct multidiscipline, multimodal, multifunctional intelligence operations in support of the Secretary of the Army's Title 10 institutionally oriented responsibilities. No other organization, either in the Army or in the rest of the IC, directly supports these requirements! While our individual parts have done excellent work in the past, we have not functioned as a unified whole; an enterprise approach is necessary in order to obtain the synergy required and effectively mass on problems. As a direct reporting unit, we also have general support responsibilities: downward-reinforcing support to Army forces at echelon. Our second objective, therefore, is the ability to anticipate and rapidly respond to
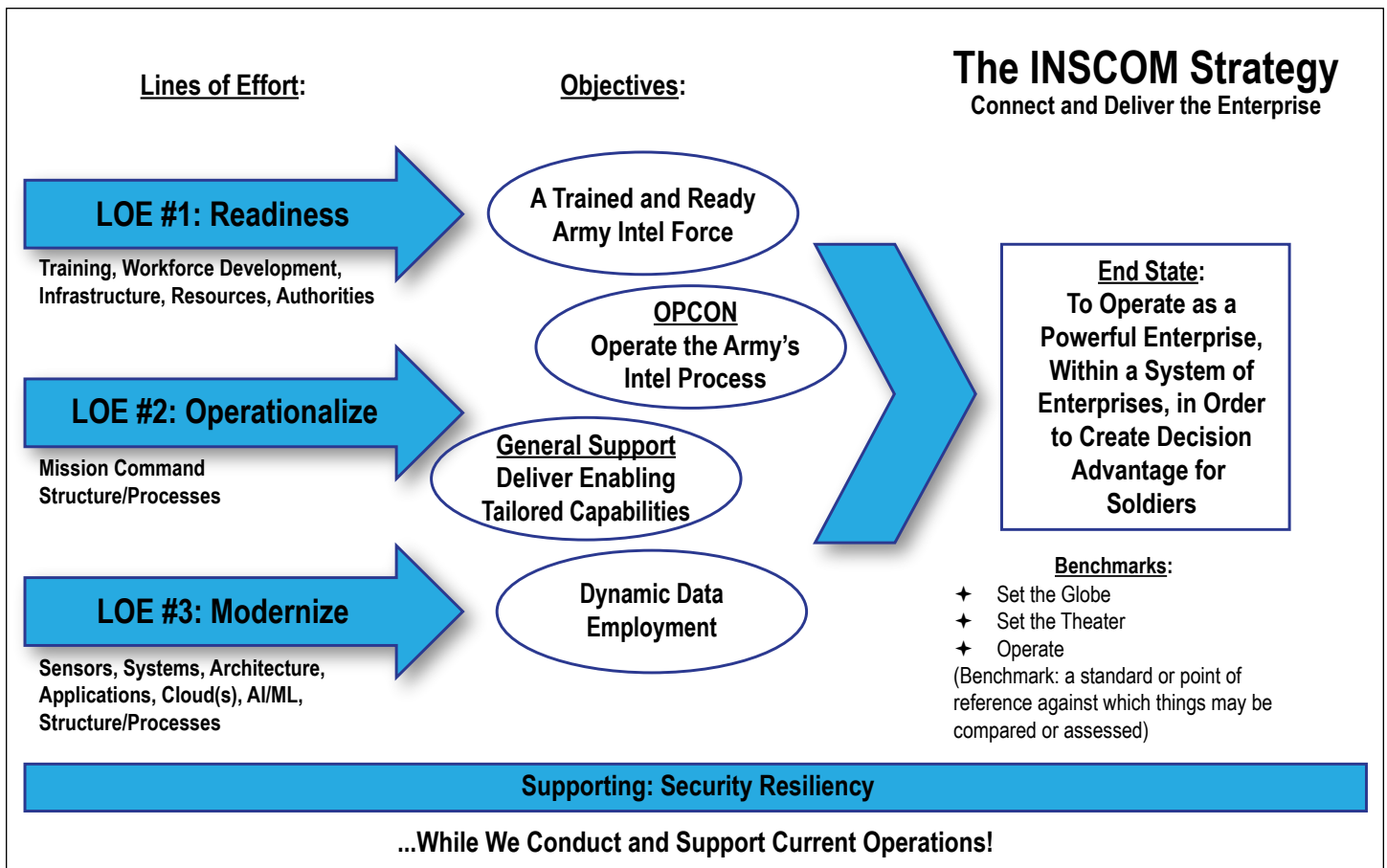
Lines of Effort:

Objectives:

LOE #1: Readiness

Training, Workforce Development, Infrastructure, Resources, Authorities

A Trained and Ready Army Intel Force

LOE #2: Operationalize

Mission Command Structure/Processes

OPCON
Operate the Army's Intel Process

General Support
Deliver Enabling Tailored Capabilities

LOE #3: Modernize

Sensors, Systems, Architecture, Applications, Cloud(s), AI/ML, Structure/Processes

Dynamic Data Employment

End State:
To Operate as a Powerful Enterprise, Within a System of Enterprises, in Order to Create Decision Advantage for Soldiers

Benchmarks:
✦ Set the Globe
✦ Set the Theater
✦ Operate
(Benchmark: a standard or point of reference against which things may be compared or assessed)

Supporting: Security Resiliency

...While We Conduct and Support Current Operations!

Figure 1. The INSCOM Strategy–Connect and Deliver the Enterprise

commander's requirements and deliver enabling tailored capabilities. Again, while INSCOM has done this, with great success, over the years we have not done so in a predictable, unified manner—as an enterprise. For both objectives, the start point is to see and understand ourselves and the operational environment (blue, green, and red) in all time horizons (i.e., current operations, future operations, and plans) and the guiding principle is to **"operate at the speed of trust."**

LOE 3 is _Modernize._ Previously, this was focused exclusively on (and titled) building an effective and secure network architecture. While there's still work to be done in that area, building an effective and secure network architecture was an initial objective—a beachhead from which we make further advances. Today we're ready to start moving forward with other modernization efforts across the gamut of systems and sensors.

The objective is dynamic data employment. Dynamic data employment is a new conceptual framework for how we view and approach the data life cycle. In the past, our main effort was to standardize data structure, networks, processors, and user applications; we sought to optimize each component individually. Going forward we recognize that

a single commander must maneuver data—the right information—from sensor or source, in a variety of structures, through all points of processing (i.e., workspaces), used in an array of applications, to multiple end consumers, in the right format for their needs, in an assured, timely manner, and in a contested environment. The requirement is analogous to how a combined arms commander must synchronize the maneuver of infantry, armor, fire support, engineers, and logistics across any terrain, each with a variety of obstacles, and mass on the objective.

A revolution in military affairs is "based on the marriage of new technologies with organizational reforms and innovative concept of operations."[1] Technological advances such as cloud computing, artificial intelligence/machine learning, data visualization, the Internet of things, and the proliferation of publicly available information not only make dynamic data employment realistic, but also a requirement in order to compete successfully in the information age.

A supporting effort is security. Enhancing Army security, the Army's ability to protect and secure its forces, information, technologies, and other resources, remains an essential supporting effort for the command. As it is with our intelligence activities, "operating as an enterprise" is our

mantra for the security realm. Our focus is on connecting and synchronizing disparate elements and processes that contribute to security—many of which are outside our control. Moreover, we must nest security functions with intelligence activities in a mutually supportive manner.

Underpinning all of our efforts is the need to align our business processes with our operational and mission command processes. Everybody has to look for ways to work collectively to advance these efforts within their respective areas of expertise. This includes leveraging all the capabilities and talents within INSCOM to identify, recruit, retain, and grow a workforce capable of anticipating, supporting, and driving an uncertain future. It also includes the need to ensure our facilities are designed, equipped, and positioned so that they can best anticipate and support both current and future requirements.

Part V, The Way Ahead

Work on many of these fronts has already begun. In the days ahead, we will develop specific action plans in support of these LOEs and supporting projects. We will share those as they come to fruition. We will discuss this strategy during our routine battle rhythm events and during visits to your units. I look forward to opportunities to discuss how subordinate units are incorporating applicable objectives into their routine operations and battle rhythm. I also expect this guidance to become the "language of INSCOM" and tie activities and discussion, including performance objectives in both military and civilian evaluations, back to specific aspects of this guidance. If there are any recommendations for modifications, please address them with the Enterprise Task Force.

Vigilance Always!

The INSCOM Command Team:

KEVIN G. BOUGHTON	ERIC M. SCHMITZ	GARY W. JOHNSTON
CW5, USA	Command Sergeant Major, USA	Major General, USA
Command Chief Warrant Officer		Commanding

Winning Matters!

Endnote

1. Dan Goure, "The Next Revolution In Military Affairs: How America's Military Will Dominate," *The National Interest*, 28 December 2017, https://nationalinterest.org/blog/the-buzz/the-next-revolution-military-affairs-how-americas-military-23833.

MG Gary Johnston became the Commanding General, U.S. Army Intelligence and Security Command (INSCOM), on 11 June 2018. He most recently served as Deputy Chief of Staff, Intelligence, Resolute Support Mission, North Atlantic Treaty Organization/Director, J-2, U.S. Forces-Afghanistan, Operation Freedom's Sentinel. He has commanded at every level from company through major command, and has extensive joint and operational experience. MG Johnston holds a bachelor of science in business administration from Arkansas Tech University, a master of science of strategic intelligence from the Joint Military Intelligence College, and a master's degree from the U.S. Army War College.

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