by Mr. Chet Brown, Chief, Lessons Learned Branch

Introduction

"Help me, help you." This quote from the movie *Jerry Maguire* is less memorable than Cuba Gooding Jr.'s "Show me the money!"[1] Citing a line from a 23-year-old movie can't be a good way to begin a discussion about security force assistance lessons learned. "Help me, help you" does however succinctly describe one of the dependencies of the Army's lessons learned enterprise in adding value to current training and operations. We depend upon you to share your lessons with us so that we may help others be successful, or at least avoid identified pitfalls. Those who share their hard-earned lessons with us (the lessons learned enterprise) not only help themselves improve, but they also enable us to help others. Come to think of it, a slight edit of the money quote may describe another benefit of the lessons learned enterprise. While not able to show any money, lessons learned add value to individual and unit training and increase operational performance.

Helping military intelligence (MI) professionals in the 1st Security Force Assistance Brigade (SFAB) train for impending operations was the initial focus of the U.S. Army Intelligence Center of Excellence's Directorate of Training (DoT) and its subordinate Lessons Learned Branch. The mission variables of time and troops (personnel) available limited our initial effort. While a modest endeavor constrained by existing resources, DoT's support expanded in scope and collaboration with others also seeking to help each of the SFABs as they are established.

What Can We Do To Help?

Upon learning about the creation and impending deployment of the 1st SFAB, the DoT assessed what it could do to help the unit's MI personnel plan, prepare, and perform as intelligence advisors. The DoT Deputy Director identified the unit's compressed predeployment timeline and anticipated SFAB requirements the DoT could fulfill. Similar to intelligence collection planning, the DoT identified existing information of immediate benefit to the SFAB's MI Soldiers and leaders. DoT leaders recognized that we had to start compiling information immediately because waiting for the SFAB to request assistance would not provide enough time to furnish the highest quality response. To estimate what the SFAB may need, we looked at what similar operations required to be successful.

What Are The Lessons Learned By Those Who Have Done This Before?

While the 1st SFAB may be the first of its current organization, it is not the first of its echelon to serve in a predominantly advisory role, particularly in the current operational areas of Iraq and Afghanistan. Lessons and best practices from advising and assisting operations during the last decade of operations are readily available to the force. Adding to the repository of lessons learned knowledge are the lessons and best practices from Army advising operations worldwide. What is now described as Phase 0 (Shape) and Phase 1 (Deter) Army operations, Soldiers have been doing as a matter of routine since well into the last century—advising and assisting our multinational partners. So much information is available on advising and assisting operations that our initial task changed from identifying "what is available" to "what is most useful" in assisting SFAB MI personnel prepare for operations. We were determined that any information or products we would provide to the SFAB would be accurate, concise, and easily understood. They would also not duplicate SFAB training, either planned or underway.

What Can We Do With What We Have On Hand?

The first product we sent was simply a two-page summary of key lessons and best practices information from similarly structured conventional force elements that had accomplished advise and assist missions during Operations Enduring Freedom, Resolute Support, and Freedom's

Sentinel. By presenting the lessons and best practices in the order of the operations cycle steps of plan, prepare, execute, and assess, we hoped to draw SFAB MI leaders' attention to the pertinent items in sequential order of importance. This initial attempt was to serve as a checklist of items for the SFAB to consider when planning training and predeployment activities. We shared the product, and strengthened a collaborative relationship, with the Center for Army Lessons Learned (CALL) and U.S. Army Training and Doctrine Command's Capability Manager Security Force Assistance Brigade (TCM SFAB). A quick search of the CALL website provided several advise and assist publications of immediate utility.

DoT leaders realized there was more we could accomplish and offer to the SFAB. Using immediately available resources, the DoT could provide the SFAB with a pocket-sized reference of MI roles, functions, and techniques. The DoT Deputy Director recommended finding a copy of the 1992 (now obsolete) FM 34-8, *Combat Commander's Handbook on Intelligence,* to use as a model in developing a reference guide for SFAB MI personnel. The task of building the reference guide fell to an MI captain who in turn was supported by the combined efforts of several DoT organizations. The collaboration resulted in producing an SFAB intelligence smart book in late 2017. Keeping in mind the environment in which the reference was going to be used, the DoT printed the smart book on weather- and tear-resistant paper bound by a single ring. These features enabled SFAB advisors to rearrange the contents of the book, tailoring it to their preference or removing selected pages to keep handy in a pocket. Initial feedback from SFAB personnel who used the reference was very positive.

As the 2nd SFAB was being formed, we sent the smart book to key MI leaders of the unit. Although the book was well received, 2nd SFAB personnel recommended a few revisions tailored to the unit's mission variables. The unit also asked if we could produce a foreign language version to help SFAB linguists become conversant in describing MI actions in the host nation's vernacular. The request was definitely a lesson recorded somewhere. We focused so intently on producing a useful reference in English that we overlooked the possibility of simultaneously developing a translated version. This is now a lesson learned.

Updating the smart book's content was fairly simple and accomplished using desktop publishing software. The updated version was provided to the 2nd SFAB printed on the special weather- and tear-resistant paper. Unfortunately, the special paper required frequent troubleshooting of printer malfunctions. The constant attention of the DoT's Training Support Division ensured the handbook was printed and sent to support the SFAB Soldiers.

Who Else Can Help?

Translating the book into the requested language required casting a wider collaboration net. Attempts to obtain translation support from several recognized authoritative organizations were unsuccessful primarily because of the limited time available. We needed to provide the translated version to the unit as it began training. The DoT senior enlisted advisor suggested asking the Army's military occupational specialty 09L (Interpreter/Translator) community to help. The senior enlisted advisor put us in touch with the Commander, 52nd Translator and Interpreter Company (TICO), 3rd Battalion, 353rd Regiment, Security Cooperation/ Security Force Assistance Operations Group, Joint Readiness Training Center, Fort Polk, LA. The 52nd TICO provided an accurate translation of the entire smart book well in advance of the requested suspense. Thanks to the efforts of the 52nd TICO and the DoT Training Support Division's printing crew, the translated versions were provided to the 2nd SFAB on the special paper stock.

The Way Forward

"A vision without resources is a hallucination" is attributed to American political commentator and author Thomas Friedman. While we were successful in meeting the immediate needs of the 1st and 2nd SFABs with existing resources, the effort did have an impact on the responsibilities and budgets of every organization that contributed to the effort. 1st SFAB returned from its initial deployment with a host of lessons, best practices, and recommendations for future versions of the intelligence smart book. The establishment of the Security Force Assistance Command and additional numbered SFABs increases the number of personnel and opportunities for more collaboration and requirements. The ad hoc efforts undertaken to ensure the immediate, and perhaps minimal level of, support to the first two SFABs is neither a desirable nor a sustainable model. The MI lessons learned effort is only a small part of the Army's lessons learned enterprise responding to the requirements of the Security Force Assistance Command and SFABs. As we continue to learn from the experiences of the SFAB personnel, we are coordinating with CALL to establish an enduring lessons learned exchange and production model. A major benefit of collaborating with CALL is to leverage their extensive network of subject matter experts and publishing resources.

Helping Us Help You

The 1st SFAB personnel have provided their lessons and best practices freely and frequently. The 1st SFAB's S-2 has

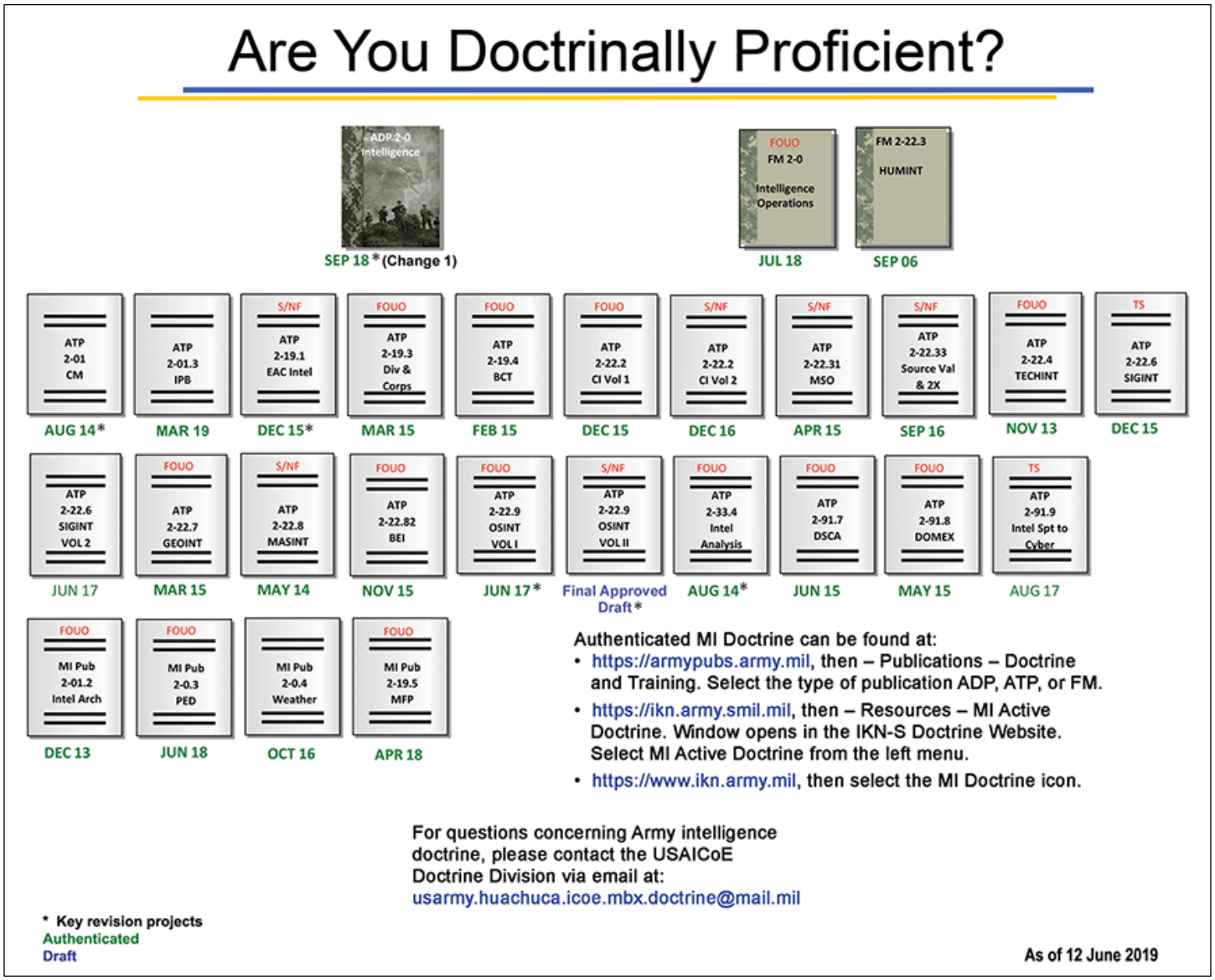
provided the Lessons Learned Branch at the U.S. Army Intelligence Center of Excellence with an extraordinary level of support, access, and information sharing. In collaboration with the TCM SFAB, we've been able to—

- Attend the unit's post-Joint Readiness Training Center/predeployment after action review.
- Have the S-2 brief key points from the after action review at an MI Lessons Learned Forum.
- Receive individual observations, lessons, and best practices during the unit's deployment.
- Meet with the unit's MI personnel upon their redeployment to the United States.

We've integrated key recommendations to the aforementioned smart book versions and established contact with the SFABs being organized now. The support of SFAB leaders, and all of those who contributed to their success, enabled us to provide assistance. While a number of personnel within the DoT surged to produce the intelligence smart books, I would be remiss if I did not acknowledge the support of the professionals within the 1st and 2nd SFAB S-2s, the 52nd TICO, the DoT Printing Services, and the TCM SFAB.

Endnote

1. *Jerry Maguire,* directed by Cameron Crowe (1996; Culver City, CA: Columbia TriStar Home Video, 1997), VHS.



Doctrine Corner

Doctrine Updates

"Intellectual Center of the Army"

Editor's Note: The U.S. Army Combined Arms Center publishes a quarterly Doctrine Newsletter that highlights recent and upcoming changes to doctrine and provides information related to the use of doctrine. It is disseminated via email to the widest audience to maximize the understanding of doctrine. The following is an extract of information from the April 2019 newsletter.

Recently Published Army Doctrine

This article provides the operational and generating force with the most current information on recent publications. Each discussion provides a short synopsis of new Army doctrine publications (ADPs), field manuals (FMs), Army techniques publications (ATPs), and multi-Service publications. These synopses provide readers with new doctrinal changes. The Combined Arms Doctrine Directorate published each publication through the Army Publishing Directorate (APD) since October 2018. Readers can access these and other Army publications at the APD website located at http://armypubs.army.mil/.

ARMY DOCTRINE PUBLICATIONS

ADP 3-28, *Defense Support of Civil Authorities.* ADP 3-28 explains how the Army conducts defense support of civil authorities (DSCA) missions and National Guard civil support missions as part of unified land operations. It helps Army leaders understand how operations in the homeland differ from operations by forces deployed forward in other theaters. It illustrates how domestic operational areas are theaters of operations with special requirements. Moreover, ADP 3-28 recognizes that DSCA is a joint mission that supports the national homeland security enterprise. The Department of Defense conducts DSCA under civilian control, based on U.S. law and national policy, and in cooperation with numerous civilian partners. This publication supersedes ADP 3-28, dated 26 July 2012 and ADRP 3-28, dated 14 June 2013.

ADP 3-37, *Protection.* ADP 3-37 provides guidance on protection and the protection warfighting function. It establishes the protection principles for commanders and staffs who are responsible for planning and executing protection in support of unified land operations. The synchronization and integration of protection tasks enable commanders to safeguard bases, secure routes, and protect forces. This publication supersedes ADP 3-37 and ADRP 3-37, dated 31 August 2012.

FIELD MANUALS

FM 1-05, *Religious Support.* FM 1-05 provides a cohesive understanding of the fundamentals of religious support. It is the Army's doctrinal source for religious support planning, training, and execution. This manual is a key integrating publication that links the doctrine for the Chaplain Corps with Army and joint doctrine. FM 1-05 provides operational guidance for commands and religious support personnel at all echelons and forms the foundation for all United States Army Chaplain Center and School curricula.

This publication supersedes FM 1-05, dated 5 October 2012.

FM 3-13.4, *Army Support to Military Deception.* FM 3-13.4 provides techniques to assist planners in planning, coordinating, executing, synchronizing, and assessing military deception. This publication guides leaders to develop deception plans that integrate into each phase and through each transition to strengthen their ability to retain initiative throughout an operation. Successfully planned deceptions enable units to act faster than the enemy can make decisions, creating positions of relative advantage.

This is a new publication.

Doctrine Corner

ARMY TECHNIQUES PUBLICATIONS

ATP 1-05.02, *Religious Support to Funerals and Memorials.* ATP 1-05.02 provides fundamental doctrinal guidance on the execution of funerals and memorial events. It establishes a common understanding, foundational concepts, and methods for executing religious support during funeral services and memorial events. ATP 1-05.02 provides comprehensive doctrinal guidance on religious support techniques for chaplains and religious affairs specialists. The techniques discussed serve as a guide and are not considered prescriptive. ATP 1-05.02 nests with FM 1-05. This publication supersedes ATP 1-05.02, dated 29 March 2013.

ATP 1-05.03, *Religious Support and External Advisement.* ATP 1-05.03 establishes a common understanding, foundational concepts, and methods for advising commanders on the impact of religion on operations. ATP 1-05.03 highlights the external advisement capability for chaplains and religious affairs specialists operating from battalion through echelons above corps to support the full range of military operations. ATP 1-05.03 expands upon FM 1-05, *Religious Support*, in describing external advisement as a required capability of chaplain sections and unit ministry teams. This publication supersedes ATP 1-05.03, dated 3 May 2013.

ATP 2-01.3, *Intelligence Preparation of the Battlefield.* ATP 2-01.3 explains how to systematically evaluate the effects of significant characteristics of an operational environment for specific missions. It describes how the commander and staff examine mission variables to understand how these variables may affect operations. It also discusses intelligence preparation of the battlefield (IPB) as a critical component of the military decision-making process, how IPB supports decision making, and the integrating processes and continuing activities. ATP 2-01.3 also facilitates a common understanding, foundational concepts, and methods of the IPB process. This publication supersedes ATP 2-01.3/MCRP 2-3A, dated 10 November 2014.

ATP 3-01.85, *Patriot Battalion Techniques.* ATP 3-01.85 provides doctrinal guidance and direction for Patriot units. It focuses on the functions, capabilities, and techniques shared in common by all Patriot battalions. Core capabilities require all Patriot battalions to be highly adaptive, flexible, and responsive to contingencies, globally. It also informs readers who require an understanding of Post Deployment Build-8 software and hardware upgrades to the Patriot weapon system. This publication is complementary to Patriot technical manuals. This publication supersedes ATP 3-01.85, dated 22 March 2016.

ATP 6-02.40, *Techniques for Visual Information Operations.* ATP 6-02.40 is the primary doctrine publication for visual information operations to support the Army's mission. It provides techniques associated with the components of visual information operations and establishes nonprescriptive ways or methods that combat camera Soldiers perform missions, functions, and tasks associated with visual information. It expands on the visual information foundations and tenets established in FM 6-02, *Signal Support to Operations*. Information in ATP 6-02.40 includes roles and responsibilities that enable and support the Army's mission at all echelons. It outlines the Defense Media Activity and its operating components. This publication supersedes ATP 6-02.40, dated 27 October 2014.

MULTI-SERVICE

ATP 3-34.84, *Multi-Service Tactics, Techniques, and Procedures for Military Diving Operations.* ATP 3-34.84 serves as a reference to ensure effective planning and integration for diving operations. It describes military dive mission areas, force structure, equipment, and primary missions each Service could provide in support of joint operations to assist commanders and staffs at all levels. This publication supersedes ATP 3-34.84/MCRP 3-35.9A/NTTP 3-07.7/AFTTP 3-2.7, CGTTP 3-95.17, dated 13 February 2015.

ATP 3-52.1, *Multi-Service Tactics, Techniques, and Procedures for Airspace Control.* ATP 3-52.1 is a single source, descriptive reference guide to facilitate multi-Service coordination, integration, and control of airspace during exercises, contingencies, and other operations where Service components must share airspace for operational use. It supports planners and warfighters by establishing tactics, techniques, and procedures for planning, coordinating, and executing airspace control in a multi-Service environment. This publication supersedes ATP 3-52.1/MCWP 3-25.13/NTTP 3-56.4/AFTTP 3-2.78, dated 9 April 2015.

Contact and Article
Submission Information

This is your professional bulletin. We need your support by writing and submitting articles for publication.

When writing an article, select a topic relevant to Army MI professionals

Our goals are to spark discussion and add to the professional knowledge of the MI Corps and the intelligence community. Articles about current operations, TTPs, and equipment and training are always welcome as are lessons learned, historical perspectives, problems and solutions, and short "quick tips" on better employment of equipment and personnel. Explain how your unit has broken new ground, give helpful advice on a specific topic, or discuss how new technology will change the way we operate.

When submitting articles to MIPB, please consider the following:

- Feature articles, in most cases, should be under 3,000 words, double-spaced with normal margins without embedded graphics.
- We cannot guarantee we will publish all submitted articles and it may take up to a year to publish some articles.
- Although MIPB targets quarterly themes, you do not need to write your article specifically to that theme. We publish non-theme articles in most issues.
- Please do not include any personally identifiable information (PII) in your article or biography.
- Please do not submit an article to MIPB while it is being considered for publication elsewhere; nor should articles be submitted to MIPB that have been previously published in another publication or that are already available on the internet.
- All submissions become property of MIPB and may be released to other government agencies or nonprofit organizations for reprint upon request.

What we need from you:

- Compliance with all of your unit/organization/agency and/or installation requirements regarding release of articles for professional journals. For example, many units/agencies require a release from the Public Affairs Office.
- A cover letter/email with your work or home email, telephone number, and a comment stating your desire to have your article published.
- **(Outside of USAICoE)** A release signed by your unit's information security officer stating that your article and any accompanying graphics and photos are unclassified, not sensitive, and releasable in the public domain. A sample security release format can be accessed via our webpage on the public facing Intelligence Knowledge Network website at: https://www.ikn.army.mil/apps/MIPBW
- **(Within USAICoE)** Contact the Doctrine/MIPB staff (at 520-533-3297 or 520-533-4662) for information on how to get a security release approved for your article. A critical part of the process is providing all of the source material for the article to the information security reviewer in order to get approval of the release.
- Article in Microsoft Word; do not use special document templates.
- Pictures, graphics, crests, or logos relevant to your topic. Include complete captions (the 5 Ws), and photographer credits. Please do not send copyrighted images. **Do not embed graphics or photos within the article. Send them as separate files such as .tif or .jpg.** Photos must be at least 300 dpi. If relevant, note where graphics and photos should appear in the article. PowerPoint **(not in .tif/.jpg format)** is acceptable for graphs, figures, etc.
- The full name of each author in the byline and a short biography for each. Biographies should include authors' current duty assignment, related assignments, relevant civilian education and degrees, and any other special qualifications.

We will edit the articles and put them in a style and format appropriate for MIPB. From time to time, we may contact you during the editing process to help us ensure a quality product. Please inform us of any changes in contact information.

Submit articles and graphics to usarmy.huachuca.icoe.mbx.mipb@mail.mil. For any questions, email us at the above address or call 520-533-7836/DSN 821-7836.