



# Always Out Front

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We are entering a period in which we will face near-peer and peer threats constantly challenging and undermining U.S. interests across the competition continuum. This continuum envisions a world of enduring competition in which our relationship with peer adversaries alternates quickly between cooperation, competition below armed conflict, and armed conflict.<sup>1</sup> This operational environment includes challenges such as those we faced from the conventional forces of the Soviet Union, a threat we confronted when I first arrived at Fort Huachuca in 1991. Additionally, the operational environment includes continued asymmetric threats from violent non-state actors.

This edition of *Military Intelligence Professional Bulletin* (MIPB) will frame, define, explain, and share best practices for attacking the challenges of this new environment. You will find articles that provide greater insight into what our best and brightest believe the future operational environment will look like; details on our modernization efforts across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy; and details on how leaders across the force can contribute and apply these efforts to their units. The U.S. Army Intelligence Center of Excellence's (USAI CoE's) top objectives are to continue to *Build Leaders* and *Drive Change* in order to support the Army's modernization efforts.

## The Future Operational Environment

Refocusing on our fundamentals, the first two steps of intelligence preparation of the battlefield are to define the operational environment and to describe the environmental effects on operations. Some of the articles in this MIPB edition describe a future operational environment in which the United States will face enduring strategic competition. The global concentration of power and the pace of technological innovation will change our ability to fore-



cast the future. These shifts will affect how our joint force approaches the joint operating environment. They will also dictate how the Intelligence Corps will work across Department of Defense and agency lines to drive the convergence of resources and capabilities against our adversary.

The Military Intelligence (MI) Corps must be postured for an unpredictable environment in which relationships with adversaries progress and regress rapidly between cooperation, competition, and crisis, and then back to cooperation.

The MI Corps has two key requirements in order to operate successfully: we must continue to inform our organizations of the threat and the environment, and we must proactively drive operations.

## Modernization with an Intelligence Nexus


The manner in which we aim to achieve this, to paraphrase Chief of Staff of the Army GEN James C. McConville, is the most ambitious modernization effort in 40 years. Our teams have made significant progress in peer-threat emulation and technology protection best practices. The MIPB article by the Directorate of Intelligence and Security, U.S. Army Futures Command, details challenges posed by Chinese theft of intellectual property and government secrets. As the Department of the Army G-2's priority effort, counterintelligence reform and implementation of program protection plans are vital to our ability to retain technological and intellectual advantages over adversaries.

Our goal in training, building leaders, and personnel reform, as well as modernization, must close the gaps between the fielded force and the future force. FREEDOM 2's article describes the positive effects of the Military Intelligence Training Strategy and advanced operational courses. These changes will enable operational units not only to incorporate institutional best practices without

sacrificing significant time and resources but also to enable USAICoE to continuously update course curricula and remain in lockstep with U.S. Army Forces Command. We are also looking to establish an initiative to accelerate materiel changes by using feedback directly from “line” units.

MAJ Chad Lorenz’s article provides feedback from 1<sup>st</sup> Cavalry Division’s participation in DEFENDER-Europe 20 that directly benefits our warfighter. It is not sufficient to merely understand our systems and how to operate them. Our Soldiers must be capable of fighting with them in a multi-domain environment, connecting from a tactical echelon to the national enterprise. As LTC James Leidenberg’s article describes, the Army will fight large-scale ground combat operations at the division level, rather than with brigade combat teams, to execute Army and joint force operations. This represents a paradigm shift and highlights the importance of formations like the

expeditionary-MI battalion in support of our ability to effectively conduct intelligence operations in large-scale ground combat operations.

We maintain overmatch on near-peer adversaries at present, but we can expect that lead to diminish, and vanish, in key realms in the coming decade unless we continue to *Build Leaders* and *Drive Change*. Our ultimate goal is to develop our Soldiers, training, and equipment to shorten the sensor-to-shooter timeframe, increase accuracy and consistency, and drive operations on our terms. Then we can outmaneuver our enemies and overwhelm them with synchronized effects from multiple domains and directions. All of us, as an MI team, are key ingredients to reaching these goals. – Desert-6. 

#### Endnote

1. Joint Chiefs of Staff, Joint Doctrine Note 1-19, *Competition Continuum* (Washington, DC: U.S. Government Publishing Office, 3 June 2019), v.

**Always Out Front!**

## Available Now

### TC 2-19.01, *Military Intelligence (MI) Company and Platoon Reference Guide*

The Combined Arms Center Commander directed the development of TC 2-19.01, *Military Intelligence (MI) Company and Platoon Reference Guide*, to address a gap in field craft skills for large-scale ground combat operations at the company and platoon levels across all branches of the Army. The principal audience for this training circular is the MI company- and platoon-level leadership. Division and brigade commanders, staffs, and trainers may also use this training circular as a reference.

TC 2-19.01 will familiarize units with skillsets they have not used often in the last 20 years of stability-focused operations. The document combines key doctrinal discussions; detailed tactics, techniques, and procedures; key training concepts; field craft; and references for MI companies and platoons. TC 2-19.01 has 19 appendixes (meant as quick reference tools) covering topics that require familiarization by MI company and platoon leaders. Some topics included are—

- ◆ Obstacle considerations.
- ◆ Movement and maneuver considerations.

- ◆ Reaction drills.
- ◆ Land navigation.
- ◆ Intelligence and electronic warfare maintenance.
- ◆ Casualty evacuation.
- ◆ Cover and concealment.
- ◆ Report formats.
- ◆ Property management.
- ◆ Standard operating procedure considerations.

The Commanding General, U.S. Army Intelligence Center of Excellence, approved TC 2-19.01, and it has been submitted to the Army Training Support Center for publication. In the interim, readers can download and use the final approved draft at <https://ikn.army.mil/apps/dms/Home/GetDocument?Id=0d19a99b-a83b-4967-892e-d1be224cb30a> (common access card login required).