

- ◆ Engage with the Army Talent Management Task Force on emerging and ongoing warrant officer initiatives and the Total Warrant Officer Study.
- ◆ Communication and Strategic Messaging
  - ◆ Tell the MI warrant officer story (MIPB, public affairs office, opportunities, etc.).
  - ◆ Increase the visibility of our cohort and maximize opportunities to increase recruiting.
  - ◆ Build collaborative teams across all MI warrant officer specialties—across all three components.

As I close out this column, I would again like to say that I am truly humbled and honored at this opportunity and the subsequent journey that awaits me. I would like to thank you and your families for your daily sacrifice, selfless service, and contributions to the Army in defense of our Nation. I wish you good health and safety as we continue to work through the impacts of this ongoing coronavirus disease 2019 pandemic. ✨

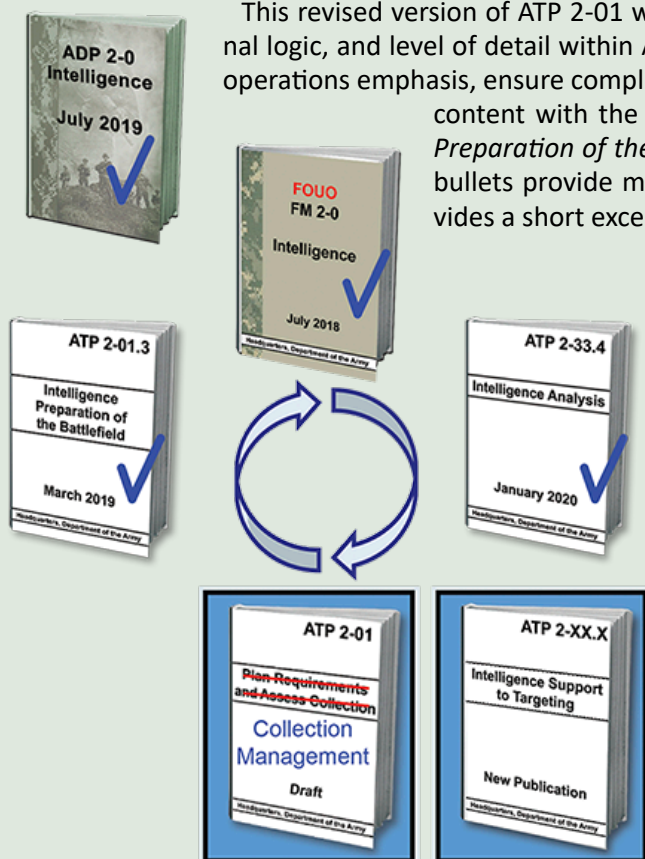
### Always Out Front! and Army Strong!

#### Doctrine Corner ATP 2-01, *Collection Management*

In the last issue of *Military Intelligence Professional Bulletin*, we presented phase one of the intelligence doctrine modernization plan. The overall modernization plan will revise all Army intelligence doctrinal publications and is a result of the publication of FM 3-0, *Operations*, in October 2017. The first phase of this effort is the revision of our most fundamental publications, which includes ATP 2-01, *Collection Management*. Illustrated below is the status of phase one.

Since October 2019, the U.S. Army Intelligence Center of Excellence has been revising ATP 2-01. At the time of this article’s creation (late September 2020), the writing team has initiated worldwide staffing of the final draft. The results of the staffing will drive subsequent timelines, but the intent is to publish the Army techniques publication in 2020 or as early thereafter as possible.

This revised version of ATP 2-01 will be significantly different. Beyond improving the clarity, internal logic, and level of detail within ATP 2-01, the writing team will add a large-scale ground combat operations emphasis, ensure compliance with current combined arms doctrine, and synchronize the content with the latest doctrine in FM 2-0, *Intelligence*; ATP 2-01.3, *Intelligence Preparation of the Battlefield*; and ATP 2-33.4, *Intelligence Analysis*. The following bullets provide more details on the revision of ATP 2-01, and the next page provides a short excerpt from the current draft (as of September 2020).



What is changing:

- ◆ Addition of a logic map.
- ◆ Standard chapter 1 discussions: peer threats, large-scale ground combat operations, multi-domain operations, Army strategic roles, and operational framework.
- ◆ Emphasis on the close relationship with intelligence analysis.
- ◆ Addition of the process step of “support tasking and directing.”
- ◆ Successive linked graphics and example collection management products.
- ◆ Better discussions of targeting (with battle damage assessment) requirements—more explicit and detailed.
- ◆ Addition of chapters on collection management during Army strategic roles and large-scale ground combat operations.
- ◆ Addition of an appendix of “how to” checklists.

## Excerpts from ATP 2-01, *Collection Management*

*Editor's Note: The following text is from Chapter 4 and Appendix E of the Final Draft ATP 2-01, Collection Management.*

### CHAPTER 4: DEVELOP THE COLLECTION MANAGEMENT PLAN

#### Collection Assets and Information Sources

Before evaluating collection assets, the collection management team must understand what collection assets and information sources are accessible during the information collection effort. Often, there are numerous collection requirements that are critical to a mission's success. Ultimately, this results in a unit covering a vast number of [named areas of interest] NAIs in order to answer those requirements. Therefore, every potential collection asset or information source is important. In addition to the large number of requirements and the desirability of redundant collection, peer threats will create difficulties for Army forces' collection efforts through air defense capabilities, electronic warfare, cyber capabilities, lethal fires, and counterreconnaissance efforts. To develop a creative and effective collection management plan, the collection management team must understand the following collection assets and information sources:

- ◆ Primary information collection assets.
- ◆ Ancillary information collection assets.
- ◆ Nonmilitary information sources.

Despite the complexities and time pressures involved in collection management, the team should think beyond primary information collection assets by including ancillary information collection assets and nonmilitary information sources to the collection management plan. Ancillary information collection assets and nonmilitary information sources are especially important during stability operations, urban operations, and operations in the consolidation area during large-scale ground combat operations. Each of the three categories has different characteristics that must be familiar to the collection management team and the rest of the staff to ensure effective information collection.

**Primary Information Collection Assets.** Primary information collection assets are those units and systems whose main mission is to perform one of the four primary means of information collection—intelligence operations, reconnaissance, surveillance, and security operations. Formerly, and even now, some documents refer to this group of assets as traditional collection assets. Primary information collection assets include but are not limited to—

- ◆ HUMINT collection teams.
- ◆ Prophet teams.
- ◆ Shadow unmanned aircraft systems (UASs).
- ◆ Cavalry units.
- ◆ Infantry units assigned reconnaissance missions.
- ◆ Engineer and chemical reconnaissance units.

The collection management team often evaluates these assets first in order to develop the collection management plan. While some level of collaboration is preferred before recommending that the G-3/S-3 task one of these units, less collaboration and level of detail are required to task primary information collection assets than ancillary information collection assets.

**Ancillary Information Collection Assets.** Ancillary information collection assets are those units and systems tasked to perform information collection while also performing another mission during the operation. Formerly, and even now, some documents refer to this group of assets as nontraditional assets. Ancillary information collection assets include but are not limited to—

- ◆ Target acquisition radars.
- ◆ Air defense system sites.
- ◆ Logistics convoys.
- ◆ A military police unit performing battlefield circulation.
- ◆ An attack helicopter battalion.

#### Use of the Word *Source*

Do not confuse this common use of the word source with the [human intelligence] HUMINT term source—a person, device, system, or activity from which services or information are obtained (DCHE-M 3301.002).

- ◆ A sniper team.
- ◆ A special operations force team (unless the team is performing strategic reconnaissance).
- ◆ Joint terminal attack controller.
- ◆ Fire support team.

The collection management team must conduct a high level of collaboration before recommending that the G-3/S-3 task one of these assets; this ensures the tasking is feasible. To ensure the required collection is successful, the tasking should also be detail-oriented since the assets may be unfamiliar with information collection techniques, and their [standard operating procedures] SOPs may not include these types of taskings.

**Nonmilitary Information Sources.** A nonmilitary information source is any cooperative and regular nonmilitary source that can provide reliable and important information to answer requirements. Nonmilitary information sources include but are not limited to—

- ◆ Intergovernmental and nongovernmental organizations.
- ◆ Elements of the private sector (any or all nonpublic or commercial individual and business, specified nonprofit organizations, most of academia, and other scholastic institution).
- ◆ Local and national foreign authorities.
- ◆ Other foreign persons of importance.
- ◆ Local hires.

The G-3/S-3 does not task nonmilitary information sources. The collection management team works through the G-9/S-9 to establish these agreements over the course of the operation. During stability operations, nonmilitary information sources are critical to operations because they have greater access to the local population and a better understanding of local sentiments. One technique that facilitates information sharing across these sources and friendly forces is the establishment of fusion centers. (See ADP 2-0 [*Intelligence*] for more information on fusion centers.)

## APPENDIX E: ANCILLARY INFORMATION COLLECTION AND NONMILITARY INFORMATION SOURCES

### Broadening the Information Collection Effort

Collection management teams must often contend with many complexities, short time windows, and the need for extensive collaboration and coordination across echelons—both within the intelligence warfighting system and among all staff members. It is easy for teams to have a fixed mindset of tasking and requesting information from only primary information collection assets. However, as much as possible, the team should be creative and consider tasking ancillary information collection assets or creating agreements to obtain ancillary nonmilitary information. In some cases, ancillary information collection assets or nonmilitary information sources may be the only assets capable of fulfilling the requirement. Ancillary information collection assets and nonmilitary information sources are especially important during stability operations, urban operations, and operations in the consolidation area during large-scale ground combat operations.

**Ancillary Information Collection Assets.** Ancillary information collection assets exist across all echelons. Every Soldier must be ready to collect information properly and through the right channels during operations. The collection management team should collaborate with the corresponding staffing element and the G-3/S-3 before staffing an ancillary information collection asset. For example, the team coordinates with the engineer coordinator before tasking an engineer unit to observe an area adjacent to a river crossing site. Additionally, the collection management team and G-3/S-3 should be realistic when tasking the asset, especially when the asset has other tasks to perform.

**Nonmilitary Information Sources.** Obtaining information from nonmilitary sources is more difficult than tasking information collection assets. However, in some situations, such as stability operations, nonmilitary sources can collect invaluable information that is unavailable through military collection assets. Because the collection management team is dealing with nonmilitary personnel, there is no guarantee the team can obtain the information when needed. Therefore, maximum coordination and leadtime are necessary.

As intelligence professionals, you need to be proficient in the fundamental doctrine. The U.S. Army Intelligence Center of Excellence Doctrine Division also counts on you to provide feedback on doctrinal issues. If you need doctrinal assistance or have important feedback, please contact the Doctrine Division at [usarmy.huachuca.icoe.mbx.doctrine@mail.mil](mailto:usarmy.huachuca.icoe.mbx.doctrine@mail.mil). 