

# Chief of the MI Corps Quarterly Update

## First Quarter Fiscal Year 2023



by Major General Anthony R. Hale  
Commanding General

U.S. Army Intelligence Center of Excellence



**Positively Engaged Leadership.** I am proud to update the Army Intelligence Community on the team's efforts at the United States Army Intelligence Center of Excellence and Fort Huachuca (USAICoE & FH) to deliver Ready and Resilient Intelligence Professionals to the Force. Everything that we are doing focuses on my number one priority—**People**—and builds upon my three objectives to **1) Build Leaders, 2) Drive Change, and 3) Inform**. We continue to synchronize our efforts with our HQDA G2 and INSCOM partners to support the Intelligence Warfighting Function and the greater Army Campaign Plan.

### People

**Talent Management:** The Army continues to be in a War for Talent, as both recruiting and accessions struggle to meet their missions, and we need leaders at all Echelons to focus their personal efforts with the same focus and professionalism they undertake any task. Based upon my recent engagements with students, I assess that Positively Engaged Leaders can address the most common issues driving personnel from our ranks: 1. Leaders must provide strong, transparent, and ethical examples for subordinates to see and follow; 2. Leaders must provide predictability for Soldiers, Civilians, and their Families; and 3. Leaders must be available, accessible, and approachable to those they lead—it is imperative that juniors feel they can confide in their leaders when they are struggling to balance the mission and their personal lives. Positively Engaged Leaders can have a lasting impact on their subordinates, formations, and Families.

Additionally, we must continue to encourage opportunities for career advancement that makes the Army a clear viable path for Soldiers and demonstrates to them the evolving roles they can fill during their time in uniform. Supporting the Army policy of Select-Train-Educate-Promote (STEP) will ensure a long-term solution to the challenges facing recruiting and retention and requires vigilant and nuanced attention by leaders to each step in a Soldier's career. Enlisted Soldiers are required to complete self-development (BLC), board attendance in secondary/primary zone, and PME attendance to meet requirements for promotion to the next rank IAW STEP (Ref AR 600-8-19, Enlisted Promotions and Reductions). Our recent visit to Human Resources Command highlighted that only 32% of the eligible 35F SPC attended a promotion board/earned promotable status, with only 14% eligible graduating BLC. In addition, it was noted that while 761 35N SPC were eligible to attend a promotion board, only 279 attended and earned promotable status with less than half of the promotable Soldiers attending BLC (126). Commanders need to emphasize and prioritize promotion boards and PME attendance as this not only helps us retain highly trained MI Soldiers in skill levels 1-3 but inspires incoming and future Soldiers to achieve their goals thereby ensuring the future of MI Corps and the Army. Untrained Soldiers are not retainable, and retention is one of the pillars to maintain force structure.

### Build Leaders

**Blending Virtual and Resident Learning:** Most recently, the USAICoE NCO Academy finalized preparations to conduct professional military education (PME) via a blended, virtual, and resident learning environment. NCO Academy classrooms are equipped with the instruments necessary to provide top-tier synchronous virtual learning. The USAICoE NCO Academy successfully conducted phase I, virtual learning in October 22 for 275 students in 17 ALC classes and 6 SLC classes. All training was delivered on MS Teams ahead of implementation of the long-term learning management system. We continue to analyze student and cadre feedback provided by after action reviews and surveys.

**Intelligence Senior Leaders Conference:** Fort Huachuca hosted our annual conference for the first time with FVEY partners in attendance, allowing the most comprehensive discussions to date. This year we also chose to place greater emphasis on operational lessons learned from the Ukrainian-Russian conflict, with key speakers LTG Donahue, CG XVIII Airborne Corps, and LTG Berrier, DIRDIA. The event was incredibly valuable as we looked at ways to ensure the Intel Warfighting Function identifies, codifies, and integrates best practices into POIs, home station training plans, and modernization priorities. LTG Potter, MG Bredenkamp (INSCOM CG), BG Appelhans (USFK J2), BG Cox (ACIC CG), BG Hatfield, (ARNG G2), and BG Dziezynski (MIRC CG) were all in attendance with the IWfF BDE CDR's, E-MIB CDR's, Corps/DIV G2's and select CW5's and CSM's.

**Intelligence Senior Leader's Conference (ISLC) 2022 EXSUM:** USAICoE gathered the US Army's senior Military Intelligence (MI) leaders and representatives from the MI organizations of the British, Canadian, Australian and New Zealand nations' armies at the annual ISLC held at the "Edge of the Frontier" and home of the newly established multi-domain operations (MDO) capable non-kinetic range named in memory of World War II 'Buffalo Soldier' 1LT John R. Fox. The ISLC was conducted at the Five Eyes (FVEY) level to include partner nation perspectives in discussions on how best to apply lessons—being learned from Russia's "special military operation" invasion of Ukraine—to MDO and MI modernization efforts.

The Army's senior intelligence officer LTG Laura A. Potter, HQ DA CofS, G-2 emphasized the necessity of including our FVEY partners by declaring, "Moving forward, we must modernize together with our multi-national partners," including "diverse perspectives improve analysis" and everything we do as intelligence professionals and in modernizing the force is "threat informed." FVEY partners presented observations and assessments of the Russia-Ukraine crisis complementing the ISLC keynote speaker LTG Christopher D. Donahue's lessons learned while first commanding the 82nd Airborne Division and then the XVIII Airborne Corps as the US immediate reaction force deployment in Operation European Assure, Deter, and Reinforce. Lessons Learned (LL) will form after the conflict ends.

Current LL include-

- ◆ Russia did not fight as trained or specified in its own doctrine, this may change
- ◆ Russia overestimated its capability and underestimated its adversary
- ◆ We need to incorporate measures of an adversary's "Will to Fight"
- ◆ The world is gleaning LL from the crisis, particularly our pacing threat China
- ◆ Speed and lethality are key to success, but so is endurance
- ◆ Presence of cell phones and social media access makes everyone a sensor
- ◆ Publicly available information versus Open Source Intelligence use
- ◆ Proliferation of, and countering, unmanned aerial systems on the battlefield
- ◆ We must figure out how to use data. MI uses data better than anyone, for now
- ◆ If something can be detected on the battlefield, it can be killed
- ◆ (Find and) Kill the things that will (or are) killing you
- ◆ Multi-intelligence discipline information fusion enhances battlefield awareness

More can be found via S2NET; <https://armyeitaas.sharepoint-mil.us/sites/TR-ICOE-s2net/> (Common access card login required).

**Language Proficiency:** The Defense Language Institute Foreign Language Center (DLIFLC) continues to pursue talent management initiatives in support of developing and retaining operationally relevant linguists. Our recent initiative involves capitalizing on the Congressionally approved Bachelor of Arts (BA) granting authority issued to the DLIFLC Commandant (CMDT). DLIFLC leveraged this capability to focus on increasing the availability of intermediate and advanced courses, now eligible for BA degree recognition. DLIFLC anticipates a significant change in the assignment tenure for all new Military Language Instructors (MLI) and Drill Sergeants beginning early next year. MLIs will serve a 48-month assignment with DLIFLC and complete the intermediate or advanced course during their first year along with opportunities to pursue other leadership or military occupational specialty courses. Drill Sergeants, who are linguists, will complete the required two years then remain at DLIFLC to complete the intermediate or advanced course and any other available career enhancing courses.

## Drive Change

**Doctrine:** On 15 DEC 22 I signed ATP 2-19.3, Corps and Division Intelligence. It will take additional months for the ATP to be vetted by the Army Publishing Directorate, but this advancement in doctrinal knowledge marks a decisive change as we adopt codified knowledge that will enable warfighters in the coming decades. Following publication of FM 3-0, Operations, in Oct 2022 doctrine personnel at USAICoE have been working on the revision of FM 2-0. Along with ensuring FM 2-0 complements operational doctrine, the writing team is looking at significant changes to Army intelligence that reflect the emphasis on not only LSCO and MDO, but the constantly evolving information environment of the 21st century. Expect the final draft staffing in early March 2023. In addition to the focus on FM 2-0, we are working to complete four important

Army Training publications in FY23: ATP 2-22.6 SIGINT; ATP 2-22.9 OSINT; ATP 2-22.7 GEOINT; and ATP 2-19.3, Corps and Division Intelligence. The revisions to MITS (MITS 2.0) are complete and will be posted on the MITS SharePoint page in the new year. The MITS team is working with FORSCOM to identify a unit to pilot the new MITS along with a new INDOPACOM scenario sometime in 3rd QTR FY 23.

**HT-JCOE:** The Joint CI and HUMINT Management Course (JCHMC) is working with DIA's Joint Coordination Element in preparation for Joint Certification in 2023. Joint Interrogation Management Course (JIMC) and the Joint Senior Interrogator Course (JSIC) are validating a new MultiDomain Operations scenario. J2X Staff Officer Course cadre are taking advantage of a professional development opportunity, to bring recent and relevant lessons learned back to the course.

As an example, Military Source Operations Group is figuring out ways to train this discipline in the new digital environment. More than ever, military intelligence professionals need to be innovative, flexible, and true "outside-the-box" thinkers. Manuals and doctrine are guides but cannot replace the necessary operational traits of Human Intelligence professional—smart, quick, approachable, mindful, innovative, cautiously aggressive, calculated risk-takers. Each military intelligence soldier must stay up to date on environmental threats in their area and remain imaginative on how to maneuver through these environmental threats. The Military Source Operations Group is committed to providing quality HUMINT training that will allow students to release the power of their creativity and imaginations while staying operationally sound. The digital-world threat to our operations will only increase, quickly and consistently changing the way we do our jobs in the field.

**Non-Lethal Effects:** USAICoE, in conjunction with the Fires and Cyber Centers of Excellence, and other organizations are working together to identify and address cross functional gaps as they relate to Intelligence support to Non-Lethal Fires (Targeting). Several critical gaps have been identified, including gaps in Doctrine (Planning/Execution), Architecture, and workflows that limit the U.S. Army in providing non-Lethal effects against the Threat. These gaps involve current and future systems that cross Warfighting Functions to include EWPMT, TITAN and TLS/TLS EAB. USAICoE will continue driving Joint efforts in resolving these gaps through cross functional working groups such as the Space, Cyber, Fires, and Intelligence (SCyFI) working Group. Other gaps, with emphasis on improving Intelligence formations' architecture during conflict and competition, as observed during PC 22, will be identified through ACM FI's involvement in PC Next and Northern Edge 23. In addition, I-CDID continues to work with IEWTD to assist in obtaining the raw files of threat signals for use during the upcoming VANGUARD 23 experiment. VANGUARD 23 will be the first-time actual threat emitters that provide true signals of interest (SOI) will be transmitted during any training or testing event at Fort Huachuca, AZ while providing a level of complexity (39 different sites as well as virtual sites relayed by NRO over IBS) to challenge our next generation analytical tools as well.

**OSINT: Army's Inaugural Open Source Intelligence Basic Course Graduating Class.** On 18 NOV 22, USAICoE conducted its inaugural Army Open Source Intelligence (OSINT) Basic Course (OBC) graduation. The event took place at Fort Bragg, NC with 21 Soldiers completing OBC. OBC graduates will fill 283 positions across the Army developed through a force design update. USAICoE will provide four to six courses per year at Fort Gordon, GA. Impact: The Army is the first of the Services to codify its OSINT workforce. This is part of an initiative to formalize OSINT training, reduce training costs, and professionalize the OSINT workforce.

## Inform

In an effort to widely disseminate the USAICoE and Fort Huachuca message from the "Boardroom to the Basement," our Public Affairs teams are emphasizing USAICoE's social media accounts, Army.mil, and DVIDs to highlight great activities across the installation, classrooms, local community, and throughout the MI Corps. If we don't tell our story, someone else will and they will get it wrong. Being open and transparent with the greater audience is critical to our credibility as the Nation's Fighting Force.

## Closing

The opening quarter of FY23 has been an exciting time as we saw initiatives that began in the summer begin to come to fruition. We scheduled multiple organizations from throughout DoD to begin utilizing the 1LT John R. Fox MDO Non-Kinetic Range and had the opportunity to highlight this to GEN Gary Brito, the newest TRADOC Commanding General, during his and Mrs. Brito's visit to Fort Huachuca in December. During their visit, GEN and Mrs. Brito were also able meet spouses to address the unique challenges facing families at the Edge of the Frontier, interact with SHARP senior personnel, and visit the Mountain View Officers Club to learn about its storied history as well as its anticipated use as our 1LT John R. Fox Range Synchronization Center. These last three months have brought continued challenges for our fellow Soldiers in recruiting and

accessions, but Team Huachuca has turned these challenges into opportunities to contribute in exciting ways which will continue throughout the year and beyond. Our partnership with both recruiting command and our local and state institutions has grown and brings unique opportunities. We have also stepped into a time of unprecedented opportunity that will allow Team Huachuca to enable both training and testing for both the Army and DoD in the future. ✨

**People First, Mission Always! Always Out Front! Winning Matters!—Desert 6**

*Happy  
New Year!*

*Anthony R. Hale*  
ANTHONY R. HALE  
Major General, USA  
Commanding