

Intelligence Warfighting Function and Reconnaissance

T3-1 Information Requirements Management and Collection Management – IRM and CM (lecture)



INVESTICE DO ROZVOJE VZDĚLÁVÁNÍ

Topic: T-7 Lecture.

Information Requirements Management and Collection Management

Course objectives:

1. To exercise principles of the Information Requirements Management and Collection Management on specific command levels
2. To produce Intelligence Collection Plan
3. To exercise the Information Requirements Management and Collection Management in Intelligence Warfighting Function and to confirm the importance of this management

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1. Introduction.
2. Information Requirements Management and Collection Management.
3. Importance of information collection and a production of an Intelligence Collection Plan.
4. Position and tasks of Intelligence Group in the Information Requirements Management and Collection Management in an intelligence support.
5. Conclusion.

INTELLIGENCE REQUIREMENTS MANAGEMENT AND COLLECTION MANAGEMENT - IRM & CM AIM AND PURPOSE

Conducted at all levels in NATO, **Intelligence Requirements Management and Collection Management (IRM&CM)** is at the centre of the intelligence cycle. It ensures intelligence requirements (IR) are answered and the intelligence assets available are effectively focused and prioritized. A common understanding of the IRM&CM process allows higher and lower headquarters within NATO and nations to share intelligence information and to make best use of collection capabilities.

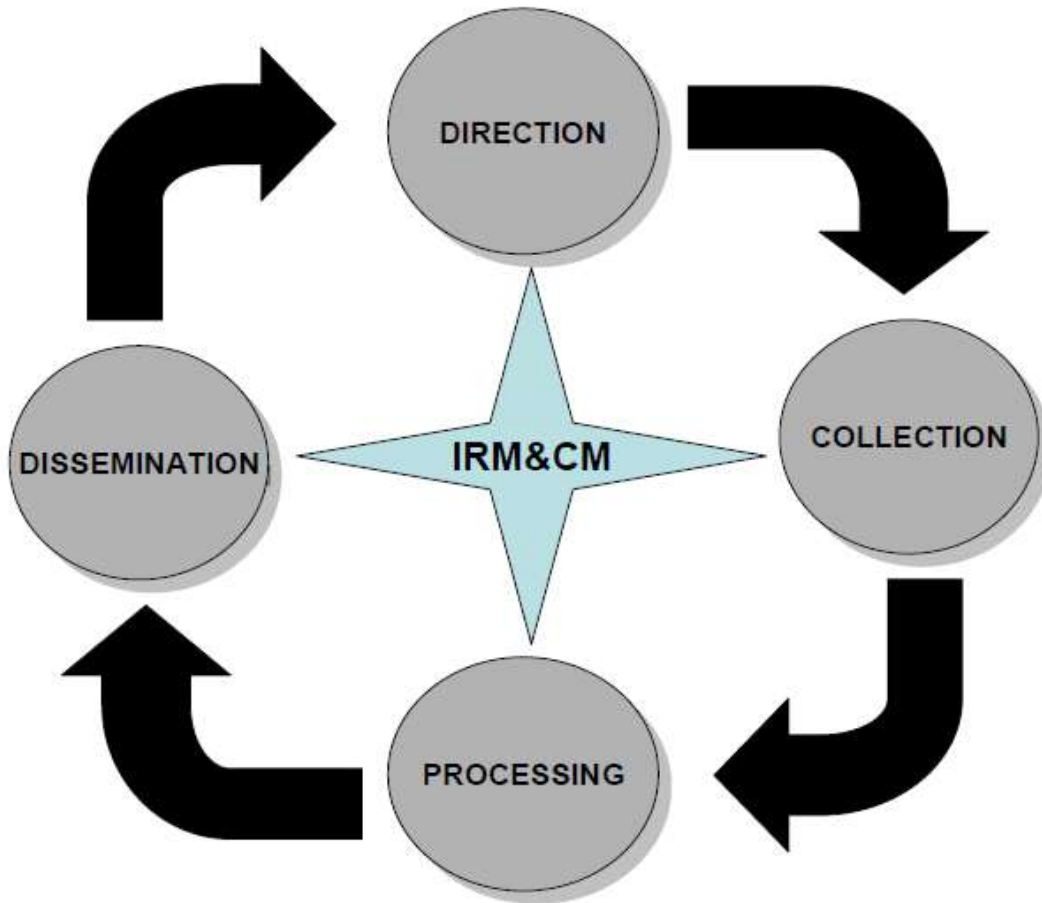
AIM AND PURPOSE

Specific personnel from within the intelligence staff conduct IRM&CM. These personnel work closely with the commander's operational, intelligence and planning staff to identify intelligence requirements. They provide a vital link between the Commander and the myriad of agencies and collection assets who are available to contribute to building the knowledge base on which to make operational decisions.

For IRM&CM to support any particular operation it must be able to coordinate the intelligence capabilities at the operational and tactical levels, have the ability to influence and access national and strategic level information, and forge links to relevant sources outside of the command chain. IRM&CM staffs also require visibility of activity within all flanking and lower commands.

Within some nations IRM&CM is known as collection coordination and intelligence requirements managements (CCIRM).

IRM and CM



Intelligence Requirement Management and Collection Management (IRM & CM)

As depicted in the diagram below, the effective monitoring of the Intelligence Cycle and the coordination of the four core stages is undertaken by a specialist část known as the Intelligence Requirement Management and Collection Management (IRM&CM) staff.

INTELLIGENCE REQUIREMENTS MANAGEMENT

In any operation or planning situation, the Commander will determine the type of information required to allow him to conduct his mission in the most effective manner. These information requirements can generally be divided into two groups:

- a. Requirements that contribute to the success of the mission.
- b. Requirements that identify and quantify the threat to the mission.

These requirements may have to be addressed in a variety of ways depending on the operational scenario and mission, and may be satisfied by a variety of means. These means will encompass intelligence and operational assets and may potentially involve government and civil sources when required.

It is the role of the IRM&CM staff to help validate and refine the intelligence requirements, to determine how they can best be satisfied, and then to coordinate activities associated with meeting the requirement.

IRM is central to the management of this process and is supported by collection management, which is the production and coordination of the plans for the subsequent collection, processing and dissemination of intelligence.

Intelligence Requirements

Intelligence requirements **provide the rationale and priority** for any intelligence activity as well as providing **the detail** to allow the intelligence staff to answer the requirement in the most effective manner.

The types of intelligence requirements are:

- a. **Commander's Critical Information Requirements - CCIR**
- b. **Priority Intelligence Requirements - PIR**
- c. **Specific Intelligence Requirements - SIR**
- d. **Essential Elements of Information - EEI**
- e. **Essential Elements of Friendly Information - EEFI**

Intelligence Requirements

a. Commander's Critical Information Requirements – CCIR

Information concerning areas that are either critical to the success of the mission or represent a critical threat are expressed as Commander's Critical Information Requirements (CCIR).

CCIR cover all aspects of the commander's concern including
Friendly Force Information Requirement - FFIR
Essential Elements of Friendly Information - EEFI)
Priority Intelligence Requirements – PIR

The identification and drafting of the PIRs initiates and drives the intelligence process.

Intelligence Requirements

b. Priority Intelligence Requirements – PIR

The Commander's Priority Intelligence Requirements (PIRs) are a vital part of the CCIRs and are normally formulated by the intelligence staffs in close cooperation with the Commander and his planning and operations staffs.

The PIR encompass those intelligence requirements for which a Commander has an anticipated and stated priority in his tasking of planning and decision-making and normally encompass identification and monitoring of areas that represent opportunities and threats to the mission plan.

PIR are coordinated with and should be consistent and complementary to upper and lower formation Commander's Critical Intelligence Requirements. By formulating a collection strategy, an overarching concept for intelligence and information gathering derived by means of the initial Joint Intelligence Estimate process, the intelligence staff can both determine how PIRs are most effectively satisfied using all possible sources and assets available and how intelligence gaps may be addressed.

Intelligence Requirements

c. Specific Intelligence Requirements – SIR

Specific intelligence ***requirements support and complement each PIR and provide a more detailed description of the requirement.***

Specific intelligence requirements are used by the intelligence staff to determine what intelligence asset, source or discipline can best satisfy the requirement, and to identify the coordination required to ensure the support of the appropriate assets. The specific intelligence requirements allow collection and analysis agencies to develop their response or collection toward that best suited to the stated requirement. Specific intelligence requirements are divided in the same manner as PIRs.

Intelligence Requirements

d. Essential Elements of Information - EEI

Essential Elements of Information (EEI) **add the details to the specific intelligence requirements that allow the production of an intelligence collection plan and provide enough guidance** to allow analysts to give a complete and satisfying answer to each requirement.

e. Essential Elements of Friendly Information – EEFI

The Essential Elements of Friendly Information (**EEFI**) **are the friendly information the Commander does not want to reveal to the enemy. Friendly Force Information Requirements (FFIR) details information that the Commander needs to know about his own forces, which might affect the commander's ability to accomplish the mission.**

Intelligence Requirements Management - IRM

All intelligence requirements should **contain details the nature of the intelligence required, its desired priority and other governing factors. It is the IRM staff's responsibility to determine if the request is valid.**

The IRM will consider:

- a. If the information is already held and therefore provided immediately.
- b. If it requires collection.
- c. If the information is available from an external source.
- d. The methods pursued to answer these questions form the basis of the intelligence collection plan (ICP).

Intelligence Requirements Management - IRM

Requests for Information – RFI

The term Request for Information (RFI) is used to describe an intelligence requirement that is passed to **the intelligence requirements manager at higher or adjacent levels.**

A RFI is used when a commander does not have sufficient allocated collection capabilities and requires assistance from a superior or adjacent formation.

The receiving organisation will treat the incoming RFI as an intelligence requirement, the only difference being that the intelligence requirement is undertaken on behalf of another organisation.

A single intelligence requirement may generate a number of separate RFIs for different providers or other intelligence resources such as national assets or subordinate headquarters.

Intelligence Requirements Management - IRM

The Intelligence Collection Plan – ICP

The Intelligence Collection Plan (ICP) is a **detailed breakdown of how each intelligence requirement is to be satisfied.**

Normally in matrix or table form, it indicates by **which means** an intelligence requirement can be best satisfied, the **frequency of coverage required** and the **type of product expected.**

It will indicate the general level of detail required and will **list the organizations, agencies or assets best suited to the task.**

Intelligence Requirements Management - IRM

Collection Management – CM

The coordination of the collection effort is achieved through the development and control of the ICP. **The intelligence requirements are converted into specific task that are put to assigned sources and agencies.**

Where a commander has no assigned collection capability to answer the intelligence requirement it is passed to higher or adjacent formations as a RFI.

Intelligence Indicators

Before beginning the process of designing the ICP, the intelligence staff must identify the indicators that are appropriate to the particular operation or threat. Indicators are ***items of information that reflects the intention or capability of a potential adversary to adopt or reject a course of action.***

Indicators are normally categorised under four headings:

- a. **Horizon Scanning.**
- b. **Alert or Warning Indicators.**
- c. **Tactical or Combat Indicators.**
- d. **Identification Indicators.**

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Intelligence Requirements Management - IRM

Intelligence Indicators

a. Horizon Scanning

Horizon scanning is the systematic search across the global environment for potential threats, hazards and opportunities. Horizon scanning may also provide an innate audit function to identify weaknesses in current assessments or policies, but it is not amenable to specific tasking requirements.

b. Alert or Warning Indicators

These relate to preparations by an adversary for offensive action. At the strategic level, this could include the collapse of negotiations or issue of ultimatums while at the operational level it could include the re-supply or re-deployment of adversary capabilities.

Intelligence Requirements Management - IRM

c. Tactical or Combat Indicators

These indicators reveal the type of operation the adversary is about to conduct. Indicators linked to these preparations can potentially be defined well in advance and must be reflected in the priority intelligence requirements. **For example, tactical indicators** could include the increasing number of naval ships in port or the purchase of particular types of weaponry by insurgents.

d. Identification Indicators.

Identification indicators are those that enable the identity and role of a formation, unit, installation or irregular adversary grouping to be determined from its order-of-battle, equipment and tactics. Selection of indicators appropriate to the operational situation is the responsibility of the intelligence staff. The nature of the indicators that they select will inform the intelligence collection plan.

COLLECTION MANAGEMENT

Collection Management is the activity of matching the validated and structured intelligence requirements to the available collection assets.

This process must **take into consideration the availability of assets, sensor coverage and communications capabilities etc.** The result is an Intelligence Collection Plan.

Processing Planning is the activity where the **ongoing intelligence analysis in the HQ is coordinated and prioritized.** This is conducted in close cooperation between the production and IRM&CM staffs. It is a tool to help the intelligence staff to ensure that collected data will be analysed to the required level of quality and that the planned products will be delivered in a timely manner.

Dissemination Planning enables the right information to be distributed to the right people in the right format and within the right timescale.

IRM&CM staffs will be responsible for determining the means of dissemination, storage and retrieval of product, be that a single system, or currently relying on a myriad of ways and means to coordinate with the wide variety of entities supporting and supported by the IRM&CM staff.

KNOWLEDGE MANAGEMENT AND EXCHANGE

RM&CM must employ standardized formats and interoperable systems to allow automated, seamless communication and sharing of IRs, plans and products. This includes standardised metadata.

Nations and headquarters within the operational structure are responsible for complying with these standards to enable participation in the process.

In addition to current NATO intelligence tools that can store and process intelligence. **IRM&CM requires tools that are able to pass and manage requests and link to final product.**

The IRM&CM process is a complex management function involving the administration of IRs, the channelling of RFI and the tasking of collection, and the delivery of intelligence products and answers to demanders; this data flow must cross quickly between nations and command chains. Therefore, the IRM&CM process is a significant data management and interoperability challenge involving a number of discrete activities, but based around a generally similar set of criteria. The IRM&CM process therefore requires a seamless method of linking the various requesting, managing, tasking, production and distribution activities.

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Tasks for self-reliant work

To study lectured problems in the assigned readings (reference) and to prepare for a seminar.

For the seminar to prepare a written work and a presentation of the following questions:

1. Principles of the Information Requirements Management and Collection Management in intelligence warfighting function.
2. Basic tasks of Information Requirements Management and Collection Management in intelligence warfighting function.
3. Task and a function of a Information Requirements Management and Collection Management in intelligence warfighting function of ACR in operations.
4. Conclusion.

Reference

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- PODHOREC, M., KÁČER, J.: Zpravodajská činnost v bojových a nebojových operacích, S- 3595. UO Brno, 2005
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- AJP-2.1(A), INTELLIGENCE PROCEDURES, SEPTEMBER 2005