
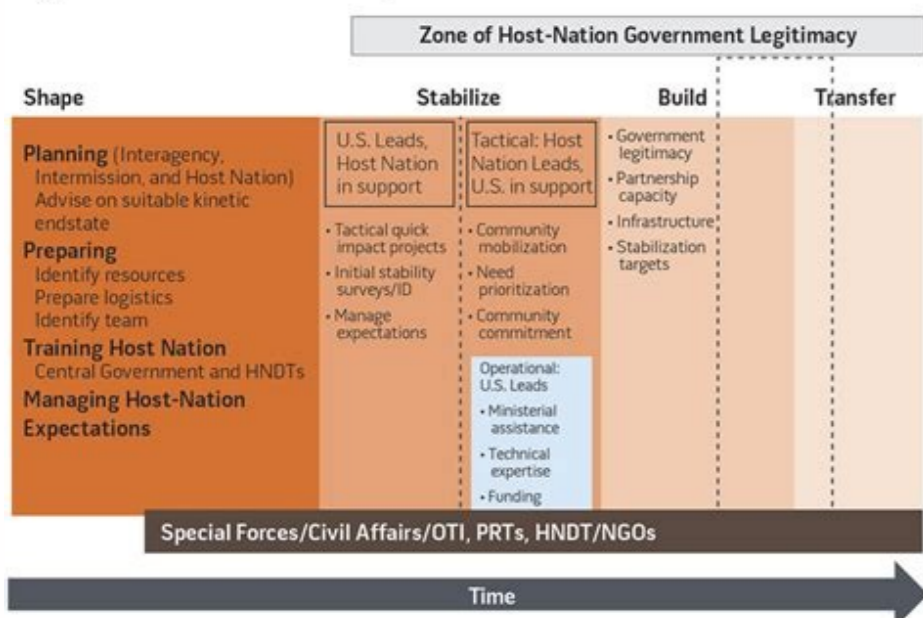


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Figure 1. Economic Development Mission Element



Advanced Leaders Course-Common Core ALC-CC

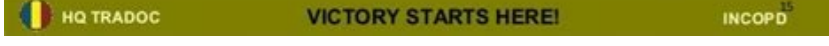
ALC-CC tasks are primarily focused at the squad and platoon level.
ALC-CC should be completed prior to attending ALC Technical Phase.

- Enforce the Army's Sexual Assault Prevention and Response Program
- Identify the Warning Signs of a Potential Suicide
- The Army's Equal Opportunity/Sexual Harassment Policies
- Identify what makes an Army Leader-Ethics
- Assist Family Members of the Unit during Emergencies
- the Army Writing Style
- Enforce Environmental Laws and Regulations
- Prepare a Noncommissioned Officer Evaluation Report
- Develop a fitness Program for a Squad / Section
- Plan Training for a Squad
- Cross Cultural Competencies
- Identify Preventive Medicine Measures
- Implement Measures to Reduce Combat Stress in a Squad / Section
- Perform Personnel Recovery
- OPSEC
- Information Awareness
- Every Soldier is a Sensor
- Conduct Casualty / KIA Operations (First Aid)
- Supervise Handling of Enemy Personnel and Equipment
- Prepare and Maintain Unit Situation Report (SITREP) / Analysis Terrain
- Conduct Small Unit Combat Operations According to the Law of War
- Issue Operations Plans, Combat Orders and Annexes
- Perform Riot Control Functions
- Conduct an Area and Route Reconnaissance
- IEDs - Defeat (supervise Minefield Breaching Operations)
- Conduct a Hasty Attack
- Lead a Squad Urban Patrol
- Supervise Security Check Point Control



Advanced Leaders Course-Common Core ALC-CC

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An unstable zone may require Coalition efforts to remove hostile forces or conduct civil-military operations (CMO). [FIGURE 3 OMITTED] A major issue raised by leaders about debriefings is "Who should conduct them?" "Isn't that an MI function?" There are not enough MI soldiers to debrief every patrol and sometimes companies are not physically located with the battalion. This methodology was primarily developed and first implemented by one of our senior analysts. This sounds complicated but is actually very easy. Regardless of the group to which the insurgent belongs, from Chinese Communists to Latin American guerrillas to American colonists or Iraqi Islamic extremists, there is one factor that all insurgents want: instability. Brown for first engineering this methodology. I consider the resourcefulness of young noncommissioned officers and officers at the battalion and brigade levels to be vital ingredients in our success on a battlefield where most of the intelligence is bottom-fed. To achieve success in our current campaign in Iraq, we must evolve our doctrine into a workable solution based on an ever-changing set of complexities. I would like to thank former Staff Sergeant Michael E. * Amber >1.75 to [less than or equal to] 2.25. Always include SIRs in the patrol's mission tasks. To make this process objective and easy to repeat by multiple echelons, your questions must be very clear. * Amber to Green >1.25 to [less than or equal to] 1.75. Next to the list, a notebook had a copy of all the slides so that anyone who wants more information can view the slide and the analysts' notes. Task: Develop and implement a collection plan that will result in prioritizing the efforts of all task force (TF) assets. Be careful not to ask patrol leaders to make judgments or force them to interpret the tasks. [FIGURE 2 OMITTED] Figure 2 is an example of what the patrol debrief card might look like if two of your criteria are Population and Infrastructure. Step 3: Define Your Criteria. SSG Brown served as one of our senior analysts during the invasion of Iraq and he was one of the key players in the initial infiltration of Special Forces into Afghanistan in 2001. We often win or lose counterinsurgencies at the battalion or company levels (sometimes lower). One may consider an unstable zone permissive; however, this can change at any time due to the zone's instability. For example, "Is power available to the population of the zone?" * Yes, power is on 24 hours a day; Green. There are many uncertainties in fighting an insurgency, but one thing is certain: if you find instability, you will find insurgents. Many times battalions and brigades have AORs that are very large and often diverse, achieving economy of force becomes an extremely important tenet. The city of five million was, at the time, broken up into 55 zones and there was very little that we knew about the city. Remember, this is just another tool in your tool kit; you can also add another overlay containing significant actions to help further refine the picture. Another technique we used was listing each zone on the wall with a colored circle. The final product will be a compilation of briefing slides (Figure 4). Captain Brian Gellman is currently serving as the Brigade Assistant S2 and Collection Manager for the 4th Brigade Combat Team, 101st Airborne Division. Break your AOR into zones or areas (named areas of interest or NAIs). * Partial power; Amber. One of the most famous insurgents was Mao Tse-Tung. Step 1: Define Your Core Terms. When you average multiple indicators (SORs) within a criterion, you get the overall assessment for the criterion. The task was to determine which zones required immediate attention, what kind of attention, and what priority each effort should have. After the debriefer completes the debriefing, he or she has to translate the patrol's answers into a quantifiable report. Step 5: Implementation--the Debrief. These values will help us determine how we define success. Nonstandard collectors of human information such as presence patrols, convoys, and countless other missions are all important sources of information. The debriefer should also keep a text document that describes the area. We must continue to encourage this evolution of ideas as today's war writes tomorrow's doctrine. It is also important to have a basic understanding of the insurgents. Insurgents feed off instability. Readers may contact CPT Gellman via E-mail at brian. As in Mao's time, today most of the intelligence gathered in COIN is through human intelligence (HUMINT). It is important to train the debriefers and standardize the procedure. The single most important procedure in this methodology is an effective debriefing. Specifically, define and describe your operational environment. Do not disregard COIN theory because it has traditionally been an operational or strategic discussion. * Again, the important thing is consistency in your definitions and a common understanding of the terms. We defined the core terms as: * Green equals 1 to [less than or equal to] 1.25. The purpose of this article is to present a methodology for determining the stability of a region within an AOR. Color code an overlay of your AOR and the problem spots will "jump out" at you when you see unstable zones clustered together. This situation is exactly what I faced in Baghdad in late April 2003. Be sure to make these zones easy to distinguish, delineated by markers such as main roads and major terrain features, so that the patrol leaders can easily discern the zone where they are. Also add blank spaces for priority intelligence requirements (PIRs), additional specific intelligence requirements (SIRs), and talking points on your patrol debrief card. A map of them can look like a checkerboard or it can look like a series of islands. The debriefer will assign the answers a numerical value and average the criteria together for an overall assessment value. Background COIN is not a mission that the Army teaches in great depth. Develop a set of questions about each criteria and turn them into tasks that have simple "Red, Amber, Green" answers. * Amber to Red > 2.25 to [less than or equal to] 2.75. * "Unstable"--Extensive Coalition support required. Step 2: Intelligence Preparation of the Battlefield (IPB). These terms will become the backbone of your assessments and will remain general in scope. In Iraq, trained HUMINT collectors represent a very small fraction of the force, but a large percentage of reported intelligence. We also had a map of the city next to this list so that soldiers could plan their routes to avoid unstable zones. * "Semi-permissive"--Coalition forces are attacked occasionally, anywhere from once a month to twice a week. Here are some terms we used and our definitions of them: * "Stable"--No Coalition support required; a stable zone is secure and considered permissive. Give them a reason to patrol other than simply making a "presence" appearance. We must describe terms such as "stability" and "permissive" with clear, quantitative definitions used throughout the command. Determining the stability of an area during COIN or stability operations and support operations is a difficult task, comparing the stability of two different areas is even more difficult. [FIGURE 1 OMITTED] Decision Methodology As complex as this slide may appear, the methodology used to create the assessment it depicts is really fairly simple; in fact, it is no more complicated than a decision brief taught at staff schools. The decision methodology has five steps. It can also serve as a briefing tool and helps to determine measurements of effectiveness. Mao understood the importance of intelligence; in fact, his guerrilla battalion headquarters staff consisted of 31 intelligence members out of a staff of 75. * No, power is not available; Red. You will be able to rate each zone in order of least to most stable (based on values determined from patrol debriefs). Successful COIN operations rely heavily on good intelligence and a thorough understanding of the insurgents. Remember who your collectors are and phrase the questions so they are easy for them to understand. These zone boundaries do not need to be contiguous. Do not forget to include civil affairs (CA), information operations (IO), and other special staff. This makes recommendations to the commander very specific, logical, and easy to follow. Develop debriefer guidelines that will aid them in conducting the prebrief and the debrief (see Figure 3). It is the responsibility of the intelligence professional to analyze the AOR, make assessments, and recommend to the commander where to focus efforts to get the most "bang for his buck." To do this effectively, the unit must use an objective methodology. The methodology we created was not only very user/collector and analyst-friendly, but it briefed well. This written assessment is not for the briefing, but it makes a great analyst tool for continuity and answering questions about the environment and threat for newcomers. gellman@us.army.mil TTP 2. The patrol leader circles the color, and an analyst later assigns it a value, averages it, and comes up with an overall assessment for the zone. Step 4: Turn Criteria into Information Collection Tasks and Assign Quantitative Values to Your Definitions. Now you can use this same system to measure the effectiveness of your unit's actions. We need to develop a collection plan that asks specific questions during patrol debriefs, which we later translate into quantitative representations and the end product, the briefing slides (see Figure 1). Conclusion A COIN campaign will never be successful without solid intelligence and a clear understanding of the operational environment. Until MI soldiers are added to the infantry company modified tables of organization and equipment (MTOEs), the prime candidate for patrol debriefs in a COIN or stability operations and support operations environment is the fire support officer. TTP (Tactics, Techniques, and Procedures) 1. * Red >2.75 to [less than or equal to] 3. When you determine the average of the numerical assessments for all your criteria, you get the overall area assessment of the zone (see Figure 2). They will seek out unstable regions in which to operate or they will create instability through various means to support their desired end states. The next step is to turn these criteria into a set of questions the patrol has to answer. After just two weeks of collection, we were able to not only pinpoint which five zones were the most unstable, but we could make very precise recommendations about the type of efforts needed in each zone. He deployed twice to OIF from January 2003 through October 2003, and again from May 2004 to December 2004 serving as the 3d Battalion, 5th Special Forces Group (Airborne) S2. This methodology was used successfully in Operation IRAQI FREEDOM (OIF), and it applies to any COIN, stability operation, or support operation. When briefing "Amber to Green" or "Amber to Red," brief it in the direction you believe it is heading; for example, if a zone is getting worse, brief, "The zone is Green to Amber." If the zone is getting better, you may brief, "The zone is Red to Amber. You have very limited military intelligence (MI) collection assets, your area of responsibility (AOR) is huge, the threat is amorphous and does not look like anything they taught you at school, and you have only two weeks until the commander wants to make a decision. You can also use the different dimensions and variables of the operational environment, found in FM 2-0, Intelligence, (1) or the best method may be to bring in all members of the staff for a brainstorming session. Endnote (1.) FM 2-0, Intelligence, 17 May 2004, page 1-20. The views expressed in this article are those of the author and do not reflect the official policy or position of the Department of the Army, Department of Defense, or the U.S. Government. Next, the patrol will answer all of the tasks and your unit will debrief them. As an example, we developed the eight criteria shown in Figure 1. For intelligence professionals, determining what factors contribute to stability and what regions are stable or unstable is critical in conducting COIN operations. TTP 1. After he makes his decisions, the unit takes actions. Each situation will require different criteria, which are nothing more than indicators of stability, that you can develop based on your experience. You also have to assign the core terms numerical values or ranges. This methodology drives collection and assists analysis and assessments. These are the patrol's reporting requirements. This article focuses primarily on COIN, but it also applies to a stability operations or support operations environment. * "Non-permissive"--Coalition forces can be expected to be attacked at any minute within in this area; attacks occur several times a week or terrain is denied. If the patrol's answer is "Green," assign it a value of 1, assign a 2 for Amber, and a 3 for Red. The Army of the future promises lots of great technology that will turn every soldier into a sensor (ES2), but the Army of the future is not fighting in Iraq. Important note: COIN is a tactical mission. [FIGURE 4 OMITTED] Once your analysis is complete, you are ready to make an educated assessment and recommendation to your commander. To be successful in COIN, we must take advantage of the information obtained by the entire force, not a small fraction of intelligence soldiers. * "Permissive"--Coalition forces can enter into the zone freely; attacks are very infrequent (less than one every couple of months).

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