

ATSS-DAS


MEMORANDUM FOR Commandant, United States Army Sergeants Major Academy, Fort Bliss, Texas 79918-8002

SUBJECT: Access Agreement for Release of Student Writing Assignment Personal Experience Paper (PEP).

1. I, MSG Simon T. Smith, submitted a (PEP) to the United States Army Sergeants Major Academy archives regarding events and experiences that may be of historical significance to the United States Army and the Noncommissioned Officer Corps.

2. I understand the manuscript and attached documents will be accessioned into the historical holdings of the United States Army Sergeants Major Academy archives and will belong to the United States Government to be used in any manner deemed in the best interests of the United States Army as determined by the Chief of Military History or his representative. I also understand that I may retain a copy for my own use subject to classification restrictions.


3. I hereby expressly and voluntarily relinquish all rights and interest in the paper to the United States Army with the following caveat/exception:

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Date: 3 December 2010

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Accepted on behalf of the United States Army by:

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Deploying An Intelligence Team

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Abstract

The United States Army Europe (USAREUR) routinely deploys a four-person analytical intelligence team in support of an infantry (IN) company (CO) from 1-4 Infantry (IN) Battalion (BN) to Zabul Province, Afghanistan. The team mission is to provide direct intelligence support to the infantry company's platoons, which are independently located on remote Forward Operating Bases (FOBs). The direct support mission requirements entail Intelligence, Synchronization, and Reconnaissance (ISR) planning and execution, creating and production of the daily Intelligence Summary (INTSUM), and management of the local national interpreters for the United States Army Forces.

Deploying An Intelligence Team

Deployment Notification

In June 2008, I was notified that I would lead and deploy an intelligence team to Zabul Province, Afghanistan in support of an IN CO from 1-4 IN BN. The standard USAREUR analytical intelligence team composition consists of a Military Intelligence (MI) Captain (CPT), Intelligence Sergeant - Staff Sergeant (SSG), and 2 x Intelligence Analyst – Specialist (SPC) / Private First Class (PFC). The uniqueness of this deployment is that I would be the first and currently the only Non-Commissioned Officer (NCO) to lead an analytical intelligence team to support this mission. My team would consist of three 10-level intelligence analyst from USAREUR Intelligence Division. The team was also unique in that the three Soldiers assigned to the team possessed a collective of five (5) years and ten (10) months time in service, a relatively junior team of analyst.

Pre-deployment Preparation

In preparation for this deployment, we were required to attend Theater Specific Individual Readiness Training (T-SIRT) at the Joint Maneuver Training Center (JMTC) in Hohenfels, Germany. It was during this training phase when I first meet the Soldiers, SPC Patrick Feeney, SPC Albert Castinado, and PFC Ian Kyer. During the one-week training period I was able to speak to and observe them while they performed various training tasks, for example marksmanship qualification, counter improved explosive device (IED), country briefings, etc.

My initial assessments of the Soldiers were:

- SPC Feeney a young man raised in the Boston, Massachusetts metropolitan area was the obvious peer group leader. For a twenty year old, he possessed a mature well-rounded thought process, strong analytical skills, and an aptitude for critical thinking.

- SPC Castinado a young man raised in the San Francisco Bay area was the senior (time-in-service, date of rank, and age) of the three Soldiers. Castinado possessed limited all-source intelligence analytical experience. What he lacked in analytical skills he made up for with his solid work ethic and a strong desire to learn.
- PFC Kyer a young man raised in northern Ohio was by far the smartest of the three. Kyer possesses an excellent memory, he is able to recall minute details from events he had either read about or executed with extreme precisions.

Based on my observations and conversations of and with the Soldiers, I formed my assessment and tentative assignment of roles and areas of responsibility for each Soldier. Prior to discussing this with the Soldiers, I wanted to speak with their leadership at USAREUR HQ in order to gain the leaderships perspective of the Soldiers.

The Mission Scope

Based on the USAREUR Intelligence Division Operations Section's understanding of the mission support requirements the team was responsible for providing direct intelligence support in the form of ISR planning and execution, production of the daily INTSUM, and interpreter management for the United States Army forces. They stated that the 1-4 IN BN FWD forces are under operational control (OPCON) of the Romanian lead TF Zabul and are under administrative control (ADCON) of TF Anzio (US). The area of operations, Zabul province, is located in the southern region of Afghanistan within the Regional Command – South (RC-S) North Atlantic Treaty Organization (NATO) Forces area of responsibility (AOR). The headquarters for the Romanian (RO) lead Task Force (TF) Zabul and 1-4 IN BN (FWD) are located on FOB Lagman.

The Deployment

The week prior to deployment, I was informed that SPC Feeney would not travel with the team; he would appear before a promotion board the day of the flight. The Soldier would depart 24 hours later. In early December 2008, SPC Castinado, PFC Kyer, and I departed Ramstein Air Base, Germany to Kyrgyzstan en-route to Kandahar Air Base (AB). We encountered our first movement delay upon arrival in Kyrgyzstan; and placed on stand-by for movement to Kandahar AB. After 72-hours, I was able to obtain transportation for one of the Soldiers, so I sent PFC Kyer forward to SSG Malone, the Non-Commissioned Officer In-Charge (NCOIC) of the team we were replacing. Twenty-four hours later SPC Castinado and I arrived at Kandahar AB. We were meet by SSG Malone and were informed that PFC Kyer was already at FOB Lagman and that we would move forward to the FOB in three days. Fortune would have it that SPC Feeney arrived within 12 hours of our arrival.

I was frustrated with the de-centralized movement process of the team. I felt that I lost a valuable window to enhance team cohesion. The positive to the de-centralized movement is that I was able to talk with the Soldiers one-on-one that provided me with an invaluable insight on each Soldier.

Mission Roles and Responsibilities

Within four days of our arrival, we completed the relief in-place (RIP) and assumed full responsibility for the intelligence support operations. On the eve of the previous team's departure, I provided the Soldiers clearly defined team roles and responsibilities. SPC Feeney was the team NCOIC responsible for special intelligence assessments, INTSUM review, and special projects. SPC Castinado was responsible for ISR operations (specifically UAV flight

operations) and managing daily interpreter requirements for the interpreters. PFC Kyer's primary task was to write the daily TF Zabul INTSUM.

Mission Support

Two months prior to our arrival, the intelligence sections of the Romanian IN BN S-2 Team, PRT-Zabul S-2 OIC, and the 1-4 IN BN S-2 Team, the USAREUR augmented intelligence team, were co-located into the building connected to the TF Zabul Operations Center. The purpose of this consolidation was to increase intelligence support operations and facilitate information flow. To increase effective information sharing, the daily intelligence updates were conducted within the intelligence center. This action did improve the volume of information shared with throughout the forces, which included the Route Clearance Platoon (RCP), Explosive Ordnance Detachment (EOD), Special Operations Forces (SOF) elements, U.S. Army Afghanistan Police Mentor Teams (PMTs), and the U.S. Army Afghanistan Embedded Training Teams (ETTs).

Increasing Information Sharing

While I had a vision of where I wanted to go, I also knew that an intelligence support team is nothing when information is not disseminated in a timely manner to the operational forces first and then higher commands. However, what I found missing in the information was the "so what" value. To alleviate this deficiency, I worked with Feeney and Kyer to "scrub" the database to extract information to include in all future INTUM assessments and then I tasked Feeney to identify the major insurgents operating in each of the eleven districts in order to identify and link all known associates. This initial action led to the creation of an INTSUM that contained relevant useful information which turned follow on spot reports and information into

actionable intelligence. An additional benefit to this process was the creation of link-analysis diagrams identifying all known groups and insurgent operational areas within our AO.

Another glaring information gap I discovered was that the Zabul Provincial Assessment was outdated and there were no district specific assessments that provided information on district leadership, insurgent leadership, insurgent trends, infrastructure, terrain analysis, tribal diversity, local populace, etc. To fix this problem, I coordinated with CPT Mihai (RO BN S-2) and 1LT Bentley (PRT-Zabul S-2) on a plan to jointly create the 11 district assessments. This led to a consolidated analytical work force ending in the creation of 11 detailed district assessments.

To increase the information sharing process of all the new intelligence projects, I directed the team to create, update, and manage NATO Secured Internet Protocol Routers (SIPR) webpage. We utilized this webpage to post INTSUMs, Intelligence Reports (INTREPs), district assessments, and link diagrams. Additionally all products were disseminated via US SIPR and CDs to elements operating within the AO with no connectivity. I “beat” the principle into my team that sending an email does not mean the person that needs the time-sensitive information received it you must call them and let them know as well.

Conclusion

With a determined focus on quality information and timely dissemination of intelligence products, my intelligence team was the focal point for all intelligence information within the AOR. While they endured the rigors of 16 to 18 hour days, these young analysts were the provincial subject matter experts. They received praise for their level of detail and quality analysis from all forces operating in the province, to include the RC-S level, and the 1-4 IN BN leadership headquartered in Germany. While during the onset of the deployment I was apprehensive about deploying with three junior analysts tasked to provide operational

intelligence support. Through it, all the Soldiers erased that apprehension and replaced it with admiration to a job well done based on their competence, diligence, and never say never attitude.